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Annual performance report of the World Food Programme for 2017

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual performance report of the World Food Programme for 2017, as approved by the Board of the Programme in its decision 2018/EB.A/2, which is also attached.

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Foreword by the Executive Director

The world faces the greatest humanitarian crisis since the Second World War, with a record number of emergencies fuelled by conflict and the effects of climate change. Hunger is on the rise for the first time in decades, with 20 million people at risk of famine in Nigeria, Somalia, South Sudan and Yemen alone. Worldwide, the number of people facing acute hunger crises has risen by 55 percent over the past two years – from 80 million to 124 million. These crises threaten to erase much of the progress the world has made against hunger over the past several decades.

Much of my time in my first year as WFP's Executive Director has been devoted to drawing attention to these crises, and governments around the world are responding. In 2017 WFP signed a record level of contributions – a total of USD 7.1 billion. This level of support helped WFP to stave off famine and respond to hunger emergencies around the globe. Sadly, because of all the crises and conflict, the need was even greater. Overall requirements for 2017 stood at USD 9.8 billion.

In addition to meeting representatives of Member States and donor governments, I spent much of 2017 in the field, seeing our operations first hand. I met beneficiaries and partners in the Syrian Arab Republic, where more people needed humanitarian assistance than did not as the conflict entered its seventh year. I saw the drastic impact of conflict and the deplorable state of nutrition in Yemen, where hunger affected two thirds of the population and 7 million people were on the brink of famine. I also travelled to the rapidly growing refugee crisis in Bangladesh to speak to beneficiaries and observe our work with other United Nations organizations.

WFP provided direct food assistance to some 91.4 million people around the world in 2017, making us once again the world's leading humanitarian agency fighting hunger. We had, yet again, a record number of emergencies to deal with in 2017 – eight Level 3 and seven Level 2 – so relief activities remained the core of our work.

But we do more than just save lives in emergencies, and 2017 was a year in which we also focused attention on food as a tool for promoting peace. WFP's assistance often serves as the first line of defence against the spread of extremism and terrorism, helping to create social stability in places where extremist groups encourage strife. In peacemaking, what better place to start than addressing hunger?

Our mission at WFP is also to change lives for the long term. Working with partner United Nations agencies, we are developing sustainable solutions, where possible, with the aim of reducing the demand for relief assistance. One important example of our work in this regard is in the Tigray Region of Ethiopia, which I visited in September. Over the past decade, food assistance together with agricultural and economic development programmes supported by WFP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) have resulted in a resilient economy able to withstand shocks that in the past would have required humanitarian assistance. This also shows what can be achieved through collaboration among the Rome-based agencies – with WFP providing the workforce, IFAD the funding for irrigation and FAO the expertise in training. While Ethiopia continues to face challenges, including the recent drought in the Horn of Africa, stories such as this from Tigray offer hope for progress in moving beyond feeding people to changing lives.

WFP's school feeding programme is also expanding, reaching over 18 million schoolchildren around the world in 2017. As Paul Tergat, the legendary runner and now President of Kenya's National Olympic Committee, said to me, "As a hungry child, school meals not only became a huge motivation to attend school daily, but also opened the pathway to the ultimate success in my life. Thanks to WFP, my life changed for the better, and for good." Many countries are stepping up to take full ownership of their school feeding programmes, including Cabo Verde in 2015, São Tomé and Príncipe in 2016 and Ghana in 2017. In 2017, WFP entered into an agreement with the Government of Benin under which the Government allocated USD 47 million to feed 400,000 children over the course of five years.

In 2017 WFP also began implementing its Integrated Road Map (IRM). We are still early in the process, with 12 countries having put in place country strategic plans (CSPs) and supporting budget structures in 2017. There are already indications that the CSP approach is cultivating long-term strategic partnerships and streamlining processes while simultaneously allowing Executive Board members to review and approve the entire portfolio of WFP assistance in a country. Once fully implemented, the IRM is expected to provide WFP with a clear "line of sight" from Strategic Goals and Strategic Objectives down to activities, and to link resources to results. While it is too early for this annual performance report to show the full benefits of IRM implementation, it provides a first glimpse of what can be expected in future years as the transition to the IRM continues.

As a voluntarily funded organization, WFP relies on the generosity of its donors. With potentially increasing operational needs, WFP is likely to again face a significant funding gap in 2018. I call on donors to respond to the real needs in order to save lives and lay the groundwork for sustainable development. More flexible and predictable funding would allow WFP to allocate resources where they are most needed in the most efficient manner.

Last but not least, I salute our 16,000 employees – particularly those in the field – for their commitment to achieving a world without hunger in some of the most difficult places in the world.

Annual performance report of the World Food Programme for 2017

Executive summary

While record levels of funding helped humanitarian agencies to reach more people than ever in 2017, needs have continued to grow. This has resulted in a gap between needs and funding that is at a historic high. As the largest humanitarian agency fighting hunger worldwide, WFP's experience in 2017 reflects these global challenges. In 2017, WFP received record contribution revenue of USD 6 billion, but total operational requirements were higher than ever, at USD 9.8 billion. As a result of the USD 3.8 billion funding gap, WFP had to prioritize geographically, between households and across activities. Despite this, WFP was able to achieve significant results, directly reaching 91.4 million beneficiaries through its operations and trust fund activities.

Part I – Introduction

The latest estimates show that the number of undernourished people in the world has increased for the first time since the turn of the century, with 815 million people hungry globally. Many countries around the world also face the multiple burdens of malnutrition, with stunting and wasting remaining high while overweight and obesity are on the rise.

Although many factors trigger and prolong food insecurity, violent conflict has been an increasingly prominent cause in recent years, including in 2017. Conflict affects hunger in several ways, including by disrupting markets, increasing unemployment, eroding financing for social protection schemes and health care, displacing people, destroying crops and livestock and contributing to the spread of disease. In turn, food insecurity and malnutrition may act as triggers for violence and conflict, leading to a vicious circle of prolonged conflict and food insecurity.

In 2017, the record number of emergencies witnessed in 2016 continued, with many stemming from conflict. During the year, WFP gave priority to eight Level 3 and seven Level 2 emergency responses. As states around the world become increasingly fragile, humanity is witnessing how war, climate change, corruption, poor governance and the breakdown of food systems can erode states and societies. It is in this context that WFP responded to food security and nutrition needs around the globe.

Part II – Resources and prioritization

The overall financial situation of WFP is healthy, with contributions increasing in 2017. While total transfers to beneficiaries – particularly cash-based transfers (CBTs) – grew significantly, other costs such as staffing remained relatively stable.

Despite the growth in revenue, which allowed WFP to reach a record number of beneficiaries and to respond effectively to emergencies, total needs increased even more rapidly. The resulting funding shortfall had real consequences: WFP's country offices had to stretch their available resources, often by prioritizing assistance through targeting the geographical areas that were worst affected and the households that were most vulnerable, or by reducing the size or frequency of rations and other assistance. Activities were also prioritized, with life-saving support given precedence. Prioritization often came at the cost of cutting or scaling down capacity strengthening, asset creation or malnutrition prevention programmes, which are key to long-term sustainable development and food security.

WFP's beneficiaries are some of the most vulnerable and food-insecure people in the world. This means that when WFP is forced to make operational adjustments, beneficiaries often have no choice but to resort to negative coping mechanisms. In part II of this report, case studies provide striking examples of the effects of insufficient funding.

WFP sought to minimize the impact of funding shortfalls, including by using an internal advance financing mechanism. While such measures can help to avert pipeline breaks and ensure timely response to save lives in emergencies, the long-term effectiveness of WFP's work on ending hunger is contingent on receiving increased, more diverse and more flexible funding. Major efforts were made in 2017 to engage with traditional donors, smaller and non-traditional donors, host governments and the private sector.

Part III – WFP's response in 2017

WFP's response is shaped by the 2017–2021 strategic plan and orientation towards Strategic Objectives related to SDG 2 and SDG 17. Under the strategic plan, WFP maintains its twin-track approach of responding to the immediate food and nutrition needs of people affected by conflict and other emergencies while laying the foundation for achieving zero hunger in line with the 2030 Agenda for Sustainable Development. As envisioned in the 2030 Agenda, the SDGs are to be owned by countries and the global goals translated into priorities at the national level. The rollout of the CSPs that began in 2017 is critical to ensuring that WFP is fully aligned with these national priorities and able to contribute to the 2030 Agenda, progress in which will ultimately be achieved at the country level.

While responding to emergencies remained a focus in 2017 – with Level 3 and Level 2 emergencies accounting for 68 percent of the total programme of work – WFP made major strides in nutrition, engaging with smallholders, collaborating with national governments and providing common services. While partnerships have always played a central role in WFP's work, the 2017-2021 strategic plan systematically integrates the principle of partnership into WFP's Strategic Objectives related to SDG 17. Particular attention was paid to collaboration among the Rome-based agencies.

In 2017, WFP continued to lead and coordinate work on optimizing and re-engineering global processes to improve efficiency and service quality in all common operational services. WFP assumed a leading role in inter-agency interactions, processes and partnerships, including the revision of common operational services as part of the reform of the United Nations development system. Emphasis was also given to innovation to ensure effective, efficient and economic ways of carrying out the programme of work.

Part IV – Programme performance

WFP's 2017 programme performance is aggregated at the corporate level in line with SDG 2 and SDG 17 and is based on monitoring data reported in the 2017 standard project reports and annual country reports. During this transitional period of implementing the Integrated Road Map, the results aggregate the performance of 12 CSPs approved in 2017, 22 projects that have been aligned with the Corporate Results Framework (2017–2021), and the remaining projects that are still reporting against the Strategic Results Framework (2014–2017). As more CSPs are approved, WFP's ability to monitor and report against the Corporate Results Framework (2017–2021) will improve.

Altogether, WFP was able to demonstrate progress on 74 percent of the programme performance indicators and fully met the targets for 59 percent of outcome indicators (compared to 68 percent of the Strategic Results Framework indicators in 2016). An analysis of outcome indicators demonstrates positive overall performance under Strategic Objectives 1, 2 and 3, which are related to SDG 2. Conclusions regarding performance with regard to Strategic Objectives 4 and 5, linked to SDG 17, cannot be drawn because of insufficient data.

Strategic Objective 1: End hunger by protecting access to food

- WFP's programmes showed strong performance against this objective in 2017, including in life-saving work in emergencies, conflict settings and sudden-onset natural disasters.
- More than 62 million people received 3 million mt of food and USD 1.2 billion in CBTs through unconditional resource transfers.

- For the majority of operations reporting sufficient data, targets were met or were on track to be achieved for improving food consumption, diversifying diets and reducing negative coping strategies.

Strategic Objective 2: Improve nutrition

- WFP showed strong performance, including through nutrition-specific interventions in 55 countries directly reaching 16.3 million beneficiaries. Some 4 million people were reached through nutrition messaging supported by WFP.
- MAM treatment indicators showed that WFP made strong contributions to the recovery from acute malnutrition by children and pregnant and lactating women and girls. Results for the prevention of stunting were more mixed.
- The quantity of food distributed for nutrition-specific interventions was approximately 47 percent of the planned amount. Where direct implementation of nutrition programmes was not possible due to funding constraints, WFP used innovative social and behaviour change communication activities with various methods of information dissemination including SMS messages and TV and radio shows.

Strategic Objective 3: Achieve food security

- WFP demonstrated solid performance in 2017. This included support to 46 countries in linking school meals programmes to local agricultural production, aiming for home-grown school meals programmes.
- The R4 Rural Resilience Initiative reached over 57,000 farmers, benefitting approximately 300,000 people.
- Progress was made on regional and national food purchases, including by strengthening aggregation systems for smallholder farmers to market their production and gain sustainable access to formal markets.

Strategic Objective 4: Support SDG implementation

- Data needed to monitor organization-wide progress were insufficient in 2017 because relatively few countries reported on this Strategic Objective. Country strategic plans were only implemented during part of the year.
- Demand for WFP's technical and policy advice has increased in recent years, with most of the approved CSPs envisioning a greater role for WFP in capacity strengthening.
- A new framework for the systematic analysis of programmes under this Strategic Objective was introduced and will serve as the basis for performance monitoring in 2018.

Strategic Objective 5: Partner for SDG results

- Data for 2017 is insufficient to provide a complete corporate performance assessment. Detailed results can be presented once the indicators are rolled out globally.
- The Logistics Cluster, led by WFP, brought together organizations responding to humanitarian emergencies and supported 512 non-governmental organizations (NGOs), United Nations organizations, government agencies and others. In 2017, WFP also provided bilateral logistics services worth USD 16 million to 82 partners across 28 countries.
- The United Nations Humanitarian Response Depot sent emergency relief items and equipment to 95 countries for 36 partner organizations. The value of cargo moved was USD 45 million, with the volume of related services valued at USD 33.3 million.
- Approximately 750 organizations and 327,934 passengers used the United Nations Humanitarian Air Service in 2017, with NGOs accounting for 56 percent of clients.

Part V – Management performance

WFP's management performance is assessed in terms of the key performance indicators introduced in the WFP Management Plan (2018–2020) and examples of management initiatives.

The key performance indicators show overall positive management performance throughout WFP: country offices achieved on average 72 percent of management performance targets, related to the implementation of audit and evaluation recommendations, human resources, financial management, security, emergency preparedness and response, and monitoring. The other key composite indicator, achievement of quadrennial comprehensive policy review targets also demonstrated positive performance: WFP achieved an 80 percent compliance with the targets set out in the 2017–2020 quadrennial comprehensive policy review.

Altogether, WFP management performance shows a reasonable degree of effectiveness, efficiency and economy. Moreover, the financial performance of the organization suggests that WFP improved the cost efficiency of its programme delivery: in 2017, WFP provided greater programmatic outputs with relatively small increases in staff and other costs. Examples of the drive towards value for money include the potential for improved effectiveness and efficiency through the use of blockchain technology, and cost savings in the supply chain function.

Part VI – Lessons and going forward

The year 2017 will be remembered as one of transition and learning, with 12 countries piloting the implementation of the CSP and country portfolio budget structure, and 16 CSPs and ICSPs as well as 37 T-ICSPs being developed and approved before year-end. Preparation of the national zero hunger strategic reviews and CSPs attracted a wide range of stakeholders during the consultation processes, providing an opportunity for WFP country offices to take stock of their engagement with diverse partners while establishing a common understanding of the food security and nutrition challenges in each country. The transition process is still in its early stages, but pilot countries have reported improved perceptions of WFP's contribution deriving from the programmatic coherence of CSPs, while those in middle-income countries noted that the new framework better suits WFP's capacity strengthening roles in these countries. WFP has systematically gathered lessons and best practices from the transition, and these have already led to the design or redesign of guidance, processes and templates. WFP will continue to build on this learning and provide regular updates to the Board.

Part I: Introduction

This introduction describes the structure of the present report and provides an overview of global political, socio-economic and human development trends and challenges. WFP's strategies for responding are also explained to set the stage for subsequent sections on WFP's achievements and performance in 2017.

The global context – including the state of food security and nutrition, conflict, disasters and population displacements, and global commitments such as the 2030 Agenda for Sustainable Development and the Sustainable Development Goals – shapes the landscape in which WFP operates. The year 2017 was characterized by continued large-scale and complex conflicts, which acted as major drivers of the increase in food insecurity; the introduction therefore highlights Level 3 and Level 2 emergencies.

WFP's strategies for response within the global context are guided by its objectives and strategies as outlined in the WFP Strategic Plan (2017–2021) and elaborated through its Strategic Goals, Strategic Objectives and Strategic Results. WFP's broad strategy is presented here, along with some of the core policies approved or rolled out in 2017. Finally, the alignment of WFP's strategy with global commitments through its transition to the Integrated Road Map is discussed.

Report structure

1. The 2017 APR is a "transitional" report that aggregates WFP's corporate level performance as captured by two different results frameworks (the Strategic Results Framework (2014–2017) (SRF) and the Corporate Results Framework (2017–2021) (CRF)) and two distinct financial frameworks. The 2017 APR is the first to assess WFP's performance against the WFP Strategic Plan (2017–2021), which aligns WFP's work with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). This APR also reports against the key management performance indicators introduced in the Management Plan (2018-2020).

2. Following the introduction, which describes the global situation and WFP's strategies for response, part II, on resources and prioritization, is a new section for the APR. It provides an overview of WFP's financial situation, including the gap between needs and resources, and discusses the consequences of the funding shortfall. Part III describes the WFP response to complex emergencies, as well as its longer-term development programmes and capacity strengthening initiatives. The following section (part IV, on programme performance) presents a consolidated assessment - based on an analysis of indicators in the 12 countries implementing country strategic plans (CSPs) in 2017, the 22 projects aligned with the CRF and the remaining projects aligned with the SRF - with results aggregated at the corporate level by the five Strategic Objectives in the CRF. Part V, on management performance, presents results through a set of corporate indicators and five management result pillars introduced in the newly approved Management Plan (2018–2020). In past years, the final section of the APR, Part VI on Lessons and going forward, focused on the future outlook; this year it incorporates lessons and early insights gained from the transition to the Integrated Road Map (IRM).

3. Despite adopting a new structure aligned with the WFP Strategic Plan (2017–2021), this APR seeks to ensure continuity and comparability with the performance reported in previous APRs. In order to accomplish this, a number of trend analyses are incorporated to present a quantitative picture of WFP's progress over the years and indications of where the organization is heading.

Global context

4. Despite expansion of the world economy, growth has been uneven, with low-income countries and countries in conflict not sharing in the progress. The number of chronically undernourished people increased for the first time since the turn of the century, and experts point to conflict and the effects of climate change as two of the primary causes of this increase. With regard to nutrition, rates of stunting and wasting are not declining fast enough to meet the global targets, and the prevalence of overweight and obesity is increasing in every region of the world. The result is that many countries are now grappling with multiple burdens of malnutrition.

5. The year 2017 was characterized by a continuation of the record number of emergencies witnessed the previous year, many of which are protracted emergencies. Of WFP's six Level 3 and five Level 2 emergency responses active at the end of 2017, all but three (in the Horn of Africa, Nigeria and Bangladesh/Myanmar) had been active for more than three years. Of the estimated 815 million hungry people, 489 million lived in conflict-affected countries; countries affected by both conflict and climate change faced even greater challenges. Displacement also reached a record high, leading to a downwards spiral of conflict, displacement and food insecurity. It is in this context that WFP continued to pursue its dual operational mandate of saving lives and promoting sustainable development, while beginning the rollout of the IRM.

6. In the United Nations system, the 2030 Agenda and SDGs provide the overarching long-term framework within which WFP and other stakeholders operate. In this context, WFP actively participated in and shaped United Nations system-wide reform initiatives aligning the United Nations with the 2030 Agenda. WFP fully subscribes to the objectives of making the United Nations system more strategic, accountable, transparent and results-oriented and making it deliver in a more coherent and collaborative fashion. In particular the implementation and follow-up of General Assembly resolution 71/243, on the 2017–2020 quadrennial comprehensive policy review, remains a priority for WFP at all levels. The IRM makes WFP fit for purpose to this end and allows WFP to respond flexibly and effectively to upcoming Member State decisions on United Nations reform.

7. The WFP Strategic Plan (2017–2021)[1] outlines WFP's objectives and strategies for response in the era of the 2030 Agenda and current global conditions. The plan outlines how WFP can leverage its expertise in humanitarian response to strengthen the resilience of communities and tackle the root causes of hunger while continuing to save lives during and following crises. This vision requires that WFP work increasingly at the humanitarian–development–peace nexus. In addition, while partnerships have always been central to WFP's work, the 2030 Agenda and the strategic plan make this centrality explicit through SDG 17. In 2017, significant efforts were made to enhance partnerships with United Nations agencies, including the other Rome-based agencies, civil society organizations and private sector companies.

8. While the WFP Strategic Plan (2017–2021) provides the framework within which WFP will contribute to the SDGs, the goals of the 2030 Agenda will ultimately be achieved at the country level. As such, WFP's policy on country strategic plans (CSPs) is critical, ensuring that WFP's strategic and operational plans in a country – as outlined in CSPs – are fully aligned with national priorities and built on both rigorous evidence and an extensive consultation process. The first set of CSP countries began implementing their CSPs in 2017.

Global political, socio-economic and human development trends and challenges

9. Following disappointing growth over the past few years, the upswing in the world economy that began in mid-2016 continues, with global growth projected to increase to 3.7 percent in 2018. This expansion is broad-based and is expected to include developing countries, supported by a stable global financial environment and recovery in developed nations.[2]

10. Growth is uneven, however, both among and within countries. Emerging and low-income commodity exporters and countries experiencing civil or political unrest are struggling. Many

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[1] WFP/EB.2/2016/4-A/1/Rev.2*.

[2] International Monetary Fund. 2017. *World Economic Outlook, October 2017: Seeking Sustainable Growth*. Washington, DC. https://www.imf.org/en/Publications/WEO/Issues/2017/09/19/world-economic-outlook-october-2017.

countries are also feeling the impact of climate change and global warming, which have uneven macroeconomic impacts, affecting low-income countries disproportionately. In addition, the recovery is vulnerable to risks, including policy uncertainty, geo-political tensions and a popular "national interest first" movement, with associated anti-globalization and anti-aid implications.[3]

11. Low-income, food-deficit countries and low-income countries also saw their food import bills increase in 2017, mainly reflecting currency depreciations, higher freight costs and an overall increase in aggregate import volumes. The currency of South Sudan, where the ongoing conflict has caused a dire food security situation and the collapse of the economy, was worst hit, with the South Sudanese pound depreciating by an average of almost 69 percent against the United States dollar compared with 2016. The Syrian Arab Republic followed closely, with currency depreciation of 51 percent, while other countries with significant depreciation included Sierra Leone (37 percent), the Democratic Republic of the Congo (33 percent) and Nigeria (24 percent). For these countries, which are dependent on food imports, the devaluation of the local currency had a direct and strong impact on general and food inflation.

12. In human development, while there has been significant progress in recent years, not everyone has benefited. One in nine people remains hungry, one in three is malnourished and HIV still infects an additional 2 million people per year.[4] Discrimination affects various disadvantaged groups, and in all regions of the world women consistently have a lower Human Development Index than men. There is much work to do to ensure that the 2030 Agenda vision of inclusive growth that leaves no one behind is realized.

Progress towards zero hunger, and the state of food insecurity in the world

13. For the first time, the 2017 edition of *The State of Food Security and Nutrition in the World* (SOFI) introduced regular monitoring of progress towards achieving the food security and nutrition targets of the SDGs, establishing baselines.[5] Future annual performance reports (APRs) will reflect this long-term view, examining progress made and ensuring that WFP is doing what is needed each year to contribute to the 2030 Agenda and achievement of the SDG 2 targets.

First increase in undernourished population in ten years

14. According to the 2017 SOFI report, following a steady decline for over a decade, the latest available estimates show that both the number and the prevalence of chronically undernourished people in the world have increased, to 815 million (from 777 million in 2015) and 11.0 percent (from 10.6 percent in 2015).[6] While it is not yet clear whether this is a new trend or a short-term exception to an otherwise downwards trajectory, the figures are concerning. Of the 815 million undernourished people, an estimated 108 million face severe food insecurity, compared with 80 million the previous year.[7] Deterioration in food security and nutrition has been observed most notably in conflict areas and in areas with conflict combined with disasters resulting from natural

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[3] Overseas Development Institute. 2017. *Global development trends and challenges: Horizon 2025 revisited*. London. https://www.odi.org/sites/odi.org.uk/files/resource-documents/11873.pdf.

[4] United Nations Development Programme (UNDP). 2016. *Human Development Report 2016: Human Development for Everyone*. New York. http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf. The 2017 report had not yet been released when this APR was being drafted.

[5] FAO, IFAD, UNICEF, WFP and WHO. 2017. *The State of Food Security and Nutrition in the World: Building resilience for peace and security* 2017. Rome. http://www.fao.org/3/a-I7695e.pdf. The report measures progress towards SDG targets 2.1 and 2.2 using two measures for food insecurity (SDG target 2.1) – prevalence of undernourishment and prevalence of severe food insecurity; and six indicators for malnutrition (SDG target 2.2) – stunting, wasting, overweight among children, obesity among adults, anaemia in women of reproductive age and exclusive breastfeeding of infants under 6 months of age.

[6] Latest available figures are from 2016.

[7] Food Security Information Network. 2018. *Global Report on Food Crises 2018*. https://www.wfp.org/content/global-report-food-crises-2018.

hazards. The recent surge in hunger was most visible in South Sudan, where famine was declared in February, and alerts of a high risk of famine were issued for northeastern Nigeria, Somalia and Yemen.

Undernutrition continues, with overweight and obesity posing increasing challenges

15. The world is grappling with increasingly complex nutrition challenges. At least one in three people globally experiences malnutrition in some form. Poor diets and malnutrition are today the top drivers of the global burden of disease and are responsible for 45 percent of deaths among children under 5. Annual losses in gross domestic product resulting from undernutrition average 11 percent for countries in Asia and Africa.

16. The unprecedented levels of food insecurity threaten the progress made in reducing levels of child wasting, which are falling too slowly to reach global targets.[8] Although the prevalence of stunting worldwide has fallen by a third over the past two decades, progress has not been even among regions: 155 million children (nearly one in four) remain stunted, and numbers in Africa continue to rise. In addition, no country is on track to meet the targets for micronutrient deficiencies, and the number of women and girls of reproductive age with anaemia has increased since 2012.[9]

17. Meanwhile, the inexorable rise in rates of overweight and obesity has become an enormous global challenge, with prevalence increasing in every region and almost every country. Asia and Africa are home to three-quarters of the world's children under 5 who are overweight, currently 41 million, a figure approaching the number of children under 5 who suffer from wasting (52 million).

18. According to the 2017 Global Nutrition Report,[10] the result is a "grave nutrition situation" in which populations and communities are suffering from concurrent, seemingly disparate malnutrition problems at the same time. The Global Nutrition Report estimates that 88 percent of countries face a serious burden of two or three forms of malnutrition: stunting, anaemia and/or overweight. Addressing malnutrition will require strong attention to the shared root causes of its various forms.

Drivers of food insecurity and malnutrition

19. Drivers of food insecurity and malnutrition differ from country to country, often within a country and over time. Economic slowdown in parts of the world, changes in diet and climate-related weather events are just some of the many factors contributing to food insecurity and malnutrition. Conflict was a factor that stood out in 2017, with conflicts steadily increasing in number and complexity.[11] While conflict is far from the only cause of food insecurity and malnutrition, "ending hunger and achieving food security and nutrition for all" (SDG 2) will be a challenge if conflict persists.

Conflict

20. Over the past decade, the number of complex emergencies has increased dramatically.[12] Ten of the thirteen largest hunger crises today are driven by conflict, including in three of the four

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[8] According to the World Health Assembly nutrition targets for 2025 and the SDGs. The World Health Assembly target for wasting is to reduce childhood wasting to less than 5 percent by 2025.

[9] The World Health Assembly target for anaemia is a 50 percent reduction in anaemia prevalence among women of reproductive age by 2025.

[10] Available at http://165.227.233.32/wp-content/uploads/2017/11/Report_2017-2.pdf.

[11] While the 2017 Global Peace Index showed that the world as a whole was slightly more "peaceful" than in the previous year, the trend over the past decade has been undeniably negative, with violent conflict increasing significantly since 2010.

[12] Complex emergencies are major humanitarian crises, which are often the result of a combination of political instability, conflict and violence, social inequities and underlying poverty.

famine-affected countries.[13] All six WFP corporate Level 3 emergency responses active at the end of 2017 were conflict-driven – the Democratic Republic of the Congo, Myanmar/Bangladesh, northern Nigeria, South Sudan, the Syrian Arab Republic and Yemen.

21. The theme of the 2017 edition of SOFI was "Building resilience for peace and food security". The report examined both the impact of conflict on food security and nutrition and how improved food security and resilience can contribute to more lasting peace.

22. Conflicts affected food security in 2017 through a number of channels. Market activities were disrupted and food supplies cut as direct consequences of civil strife and insecurity, leading to increased food prices – the situation in South Sudan is a prime example. Conflicts also caused acute losses of income as farms and other employment opportunities ceased to function, further impairing access to food. This was particularly apparent in Yemen, while conflicts also triggered steep price increases in northern parts of Mali and Nigeria, compounded by currency depreciation. In the Syrian Arab Republic and Yemen, conflicts halted trade, destroyed food storage facilities and damaged the overall economic structure, causing significant decreases in economic activity.

23. Hunger and malnutrition are increasingly concentrated in conflict-affected countries, where an estimated 60 percent of the world's food-insecure people (489 million of 815 million) and 75 percent of stunted children (122 million of 155 million) live. As a result, in some countries, an entire generation will grow up to face diminished productive capacity, income earning potential and social skills, with far-reaching implications in affected communities. The effects on food security and malnutrition are particularly strong in areas where conflict is prolonged or there are weak institutions and/or negative effects of climate change. The 2017 SOFI report found that people living in countries affected by conflict were two and a half times more likely to be undernourished than those in other nations.[14] Children under 5 living in conflict-affected countries had stunting rates that were 9 percentage points higher than those who lived elsewhere. Prolonged conflict not only affects food access in the short-term, but can also damage livelihoods and food systems and lead to irreversible coping strategies, hindering resilience and eventual recovery efforts.

24. In turn, food insecurity and undernutrition may act as triggers for violence and conflict or join with other conflict-promoting factors, often leading to a vicious cycle of prolonged conflict and exacerbated food insecurity.[15] According to a recent study by WFP, undernourishment is one of the main determinants of the incidence of armed conflict.[16] In most cases, multiple factors are at play, including spikes in food prices, extreme weather events and competition over natural resources. It is worth noting that food security and nutrition interventions are likely to have long-lasting impacts on reducing conflict and sustaining peace only when initiated as part of a broader, multisector approach.

25. In 2015, the Committee on World Food Security (CFS) endorsed the Framework for Action for Food Security and Nutrition in Protracted Crises,[17] recognizing the linkages between food security and nutrition on the one hand and conflict and peace on the other. The "New Way of Working" across the humanitarian–development–peace nexus was adopted in 2016 by eight United Nations

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[13] The situation in Somalia can be characterized as a combination of prolonged drought and protracted conflict. Famine was officially declared in South Sudan in February 2017 and the other three countries were at risk of famine.

[14] FAO, IFAD, UNICEF, WFP and WHO. 2017. *The State of Food Security and Nutrition in the World: Building resilience for peace and security*. 2017. Rome. http://www.fao.org/3/a-I7695e.pdf.

[15] Hunger in conjunction with poverty and unemployment often contributes to violence and conflict. WFP. 2013. *WFP's Role in Peacebuilding in Transition Settings: Informal Consultation 20 September 2013*. Rome. http://documents.wfp.org/stellent/groups/public/documents/resources/wfp259683.pdf.

[16] WFP. 2017. *At the Root of Exodus: Food security, conflict and international migration*. Rome. https://www.wfp.org/content/2017-root-exodus-food-security-conflict-and-international-migration.

[17] CFS. 2015. *Framework for Action for Food Security and Nutrition in Protracted Crises*. Rome. http://www.fao.org/3/a-bc852e.pdf.

entities – the Food and Agriculture Organization of the United Nations (FAO), the Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme (UNDP), the United Nations Population Fund, the United Nations Children's Fund (UNICEF), WFP and the World Health Organization (WHO) – and endorsed by the World Bank and the International Organization for Migration (IOM) as a priority for the United Nations system.

26. Investments in food security and nutrition may help mitigate conflict, foster stability and promote reconciliation and sustainable peace. Food assistance can also help prevent recruitment into non-state armed groups. Progress towards SDG 2 will contribute to and depend, at least in part, on progress towards SDG 16 for peaceful and inclusive societies.

Displacement

27. Conflict and civil war also frequently lead to the mass displacement of populations and protracted food insecurity in host communities, with displacement lasting an average of 17 years.[18] Countries with the highest levels of food insecurity and armed conflict have the highest outward migration of refugees, with a 1 percent rise in hunger leading on average to a 2 percent increase in refugees.[19]

28. The numbers of refugees, internally displaced persons and asylum seekers continue to stand at record levels, according to the 2017 Global Report on Internal Displacement[20] and UNHCR's 2017 Global Trends Report.[21] In 2016 – the latest year for which data are available – 65.6 million people (1 in every 113) were forcibly displaced by violence and conflict, with 40.3 million internally displaced persons, 22.5 million refugees and 2.8 million asylum seekers.[22] Conflict and hunger have contributed to a doubling in the number of internally displaced persons over the past ten years, with figures currently higher than at any point since the Second World War. Not surprisingly, more than half of refugees come from conflict-affected countries. In addition, children constitute more than 50 percent of the global refugee population.

29. Sub-Saharan Africa overtook the Middle East as the most affected region, with almost 1 million new displacements in the Democratic Republic of the Congo resulting from violent clashes in the provinces of North Kivu and South Kivu and in the Kasai region. Significant levels of displacement continued in the Middle East, in Iraq, the Syrian Arab Republic and Yemen.

30. As with conflict, displacement also has a reciprocal causal relationship with food insecurity. While displacement contributes to food insecurity, food insecurity drives displacement. A 2017 study by WFP found that countries with the highest levels of food insecurity combined with conflict have the highest rates of exodus.[23] The study also found that food insecurity increases both the likelihood and the intensity of conflict, leading to a downwards spiral of conflict, displacement and food insecurity.

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[18] von Grebmer, K., Bernstein, J., Prasai, N., Yin, S., Yohannes, Y. and de Waal, A. 2015. *2015 Global Hunger Index: Armed conflict and the challenge of hunger*. Bonn, Welthungerhilfe; Washington, D.C., International Food Policy Research Institute; Dublin, Concern Worldwide. http://dx.doi.org/10.2499/9780896299641.

[19] WFP. 2017. *At the Root of Exodus: Food security, conflict and international migration*. Rome. https://www.wfp.org/content/2017-root-exodus-food-security-conflict-and-international-migration. The study was based on quantitative and qualitative data gathered through focus group discussions in Greece, Italy, Jordan, Lebanon and Turkey with migrants from ten countries.

[20] Available at http://www.internal-displacement.org/global-report/grid2017/.

[21] The 2016 Global Trends report is available at http://www.unhcr.org/5943e8a34.pdf. The 2017 report has not yet been published.

[22] Available at http://interactive.unocha.org/publication/datatrends2017/.

[23] WFP. 2017. *At the Root of Exodus: Food security, conflict and international migration*. Rome. https://www.wfp.org/content/2017-root-exodus-food-security-conflict-and-international-migration.

Climate-induced weather events

31. In addition to conflict and displacements, climate-related hazards also continued to affect global food security in 2017. Climate change and climate-induced weather events disproportionately affect low- and lower-middle-income countries and the most vulnerable, food-insecure populations in those countries.[24] In addition to short-term effects on food insecurity, the deterioration of agricultural assets and infrastructure in the wake of extreme weather events has also had effects on the livelihoods of millions of vulnerable people around the world. The Intergovernmental Panel on Climate Change noted in its latest assessment report (2014) that climate change may increase the risk of hunger and malnutrition by up to 20 percent by 2050.[25]

32. Climate change and related disasters magnify issues of food insecurity and malnutrition and can also compound the effects of conflict, as well as contributing to conflict itself. It is well known that natural resources have played a central role in a number of internal conflicts in recent decades. Continued climate change is expected to increase the risk of violent conflict.

33. Over the past year, disasters that resulted from extreme weather events, often fuelled by climate change, included hurricanes Irma and Maria, which caused severe damage to infrastructure and resulted in urgent food needs in the Caribbean, especially in Cuba and Haiti. Consecutive droughts and the impact of El Niño in the Horn of Africa pushed more than 11 million people in Ethiopia, Kenya and Somalia into severe food insecurity. In Somalia alone, more than 3 million people faced dangerous levels of hunger. In southeast Asia, the worst flood event registered in 40 years affected approximately 8 million people in Bangladesh and 1.7 million in Nepal.

Global commitments: United Nations reform

34. The 2017–2021 strategic plan outlines WFP's long-term vision of a world with zero hunger and is in full alignment with the SDGs. It envisions WFP's role in the global agenda as being embodied by SDG 2, "support countries to achieve zero hunger", and SDG 17, "partner to support implementation of the SDGs". SDG 2 and SDG 17 further serve as the entry points for WFP to work towards addressing the interrelated challenges and solutions involved in ending hunger. Hence, WFP is contributing directly and indirectly to a wide range of other SDGs. While the 2030 Agenda and the SDGs provide the overall framework in which WFP and its partners operate, additional global commitments relevant to WFP's work are made each year. Major developments in 2017 relate to ongoing United Nations reform initiatives, in particular the repositioning of the United Nations development system to deliver on the 2030 Agenda as part of the implementation of resolution 71/243, on the 2017–2020 quadrennial comprehensive policy review.

35. In June 2017, the Secretary-General of the United Nations laid out initial proposals for reform of the United Nations development system. Building on consultations with Member States, United Nations entities and other stakeholders, the report includes bold proposals for developing a system that is better placed to respond to changing global needs, serve all partners and match the ambition required by the 2030 Agenda. It reaffirms the importance of effective institutions, adequate financing and partnerships for sustainable development. The subsequent round of additional consultations with all stakeholders resulted in refined and more comprehensive proposals by the Secretary-General as outlined in a December 2017 report. Throughout 2017, WFP was actively involved in discussions with its United Nations partners, especially as part of the United Nations Development Group, in support of the Secretary-General in articulating the system-wide reform agenda for "repositioning the United Nations development system to deliver

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[24] United Nations. 2017. President's summary of 2017 high-level political forum on sustainable development. https://sustainabledevelopment.un.org/content/documents/16673HLPF_2017_Presidents_summary.pdf.

[25] Intergovernmental Panel on Climate Change. 2014. *Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Core Writing Team, R.K. Pachauri and L.A. Meyer, eds. Geneva. http://www.ipcc.ch/report/ar5/syr/.

on the 2030 Agenda". WFP continues to contribute to system-wide efforts to enhance the ability of the United Nations development system to improve results on the ground for the countries and people it is designed to serve.

36. In close consultation with other United Nations development entities, WFP contributed to development of the overarching United Nations system-wide strategic framework during the second half of 2017. In WFP's view, United Nations efforts – and therefore United Nations reform – must be guided by a clear and comprehensive system-wide strategic logic to ensure that actions in the different work streams are consistent, coherent and mutually reinforcing. The system-wide strategic framework must be guided by the principle that country-level efforts are the key to achieving the SDGs. The measure of success is progress on the ground towards the SDG targets and indicators, recognizing that the SDGs are the "results framework" against which United Nations system efforts will be measured.

37. The four functional pillars of the United Nations system – development, human rights and the rule of law, peace and security, and humanitarian response – provide the structure for the United Nations' unique contribution to countries' efforts to achieve the 2030 Agenda. In this context, achieving the goals of the agenda involves two fundamental challenges. On the one hand it is necessary to take actions that will advance and enable progress towards achieving the SDGs, while on the other hand, it is also essential to take actions that address and/or contain the threats and hindrances to achieving such progress. Addressing these twin challenges requires responses that are coherent, coordinated and mutually reinforcing.

38. To this end, the approval and subsequent implementation of the IRM allows the application of corporate tools that are coherent with the current strategic plan and WFP's updated financial and programmatic architecture in order to facilitate access to previously untapped resources and support WFP in promoting quality partnerships. Implementing the IRM has also better aligned WFP's operations with the operationalization of the 2030 Agenda and other global commitments.[26]

WFP objectives and strategies

39. In 2015, the global community adopted the 17 SDGs as a universal call to action on ending poverty, protecting the planet and ensuring prosperity for all. WFP is at the forefront of United Nations agencies in aligning its strategic plan with the SDGs. The WFP Strategic Plan (2017–2021) outlines the organization's planning and operational framework in the context of the SDGs. It articulates WFP's strengths and capacities and how these can be leveraged to address both emergency relief and longer-term development needs, with the ultimate goal of ending hunger. Aligning its results framework with the SDGs also ensures that WFP's reporting is in line with countries' reporting on progress towards the goals for the 2030 Agenda.[27]

40. Emergency, life-saving work remains at the core of WFP's operations, particularly in the current climate of increasing, ever-more complex and protracted emergencies. As the world's largest humanitarian organization, WFP will continue to save lives in response to crises.

41. Striving towards the goals of the 2030 Agenda and zero hunger, however, requires that WFP move beyond saving lives to changing lives. This requires, among other things, strengthening the resilience of communities and the capacities of both local crisis responders and national governments. While WFP has long been known for its experience and expertise in emergency, life saving and logistics operations, the strategic plan articulates how WFP's strengths and capacities in humanitarian response can be leveraged to strengthen resilience and tackle the root causes of

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[26] https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/WHS_Commitment_to_Action_8September2016.pdf.

[27] The United Nations system – through the United Nations Secretariat – is also aligning programme planning to clarify links to the 2030 Agenda, which will allow reporting on collective support to achievement of the SDGs.

hunger. This vision also requires that WFP work with other stakeholders at the humanitarian–development–peace nexus.

42. The 2030 Agenda also makes it clear that effective partnerships are critical for achieving sustainable development. WFP has embraced this principle, and the strategic plan reflects WFP's priorities for not only SDG 2 but also SDG 17. WFP seeks to integrate its food assistance programmes with interventions by other United Nations agencies, civil society organizations and private sector companies engaged in achieving SDG 2 and effecting systemic change.

43. In particular, significant efforts have been made in recent years to enhance collaboration among the Rome-based agencies at the corporate, regional and country levels. Close collaboration is critical to achieving SDG 2. As outlined in "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda",[28] WFP is committed to close collaboration at the country level in order to ensure results while avoiding programme overlaps, and to coordination on advocacy at the corporate level on SDG 2-related issues. Progress made in 2017 is outlined in Part II of this report.

Strategic goals, objectives and results

44. WFP's mission of ending hunger remains, and the organization will continue to use the broad set of tools it has at its disposal, which have proved to be effective. With the adoption of its new strategic plan, however, WFP has restructured its objectives and strategies in line with SDGs 2 and 17 and their targets.

45. As outlined in the WFP Strategic Plan (2017–2021), Strategic Goals 1 and 2 align with SDGs 2 and 17, while the five Strategic Objectives elaborate the elements in the two SDGs to which WFP will contribute, and thus frame WFP's programmatic and operational focus. Below the Strategic Objectives are eight Strategic Results defined by the SDG 2 and 17 targets that WFP will help to achieve.

46. The strategic plan articulates WFP's vision in the context of the 2030 Agenda and will guide the organization through the initial years of the 2030 Agenda implementation period. The vision will be realized through application of the policies included in the "Compendium of WFP Policies Relating to the Strategic Plan", updated each year. As this is the first APR reporting against the WFP Strategic Plan (2017–2021), a brief summary of WFP's corporate strategies for addressing each of the Strategic Objectives is presented below, including new policies approved or rolled out in 2017. As reflected in the Gender Policy (2015–2020) and the strategic plan, gender equality is a standalone goal and a strategic necessity for WFP in delivering its Strategic Results. Gender was thus embedded in all of the policies produced in 2017.

47. It is worth noting that as the 2030 Agenda envisions, the SDGs are owned by countries and the translation of the global goals into national priorities will therefore vary by country. WFP will contribute to the achievement of national SDG targets through strategic outcomes defined at the country level and consistent with WFP's corporate Strategic Results. In 2017, 12 countries piloted implementation of the CSP framework, which applies this new structure.

Strategic Objective 1: End hunger by protecting access to food

48. WFP continues to ensure access to safe, nutritious and sufficient food in emergencies. In addition to direct implementation of food assistance activities, WFP works to support countries in strengthening disaster preparedness and response capacities. WFP also supports hunger-related safety nets, including school meals and asset creation programmes, and nationally owned social protection schemes.

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[28] WFP/EB.2/2016/4-D/Rev.1.

49. The new WFP emergency preparedness policy[29] approved in 2017 reflects WFP's core mandate for providing timely and effective humanitarian response. The policy provides the framework for WFP's adjustment to increasingly complex operational conditions, which requires greater attention to preparedness based on risk analysis and risk-based investments. It reinforces WFP's approach to treating each emergency and response as unique and emphasizes the need for WFP to have an array of tools in order to ensure a higher level of success for both preparedness and response activities. The organizational framework outlined in the policy provides the coherence and consistency needed for WFP to invest in strengthening its human resources, systems, tools and relationships with national governments and partners. The policy is grounded in core principles, particularly the need to reinforce national ownership of and responsibility for preparedness, with support from WFP when requested; the CSPs provide the strategic tool for linking WFP's preparedness actions to government plans and priorities. Humanitarian principles will continue to be embedded as a guiding force in all WFP actions, and the policy outlines how humanitarian action can be a safeguard to longer-term resilience-building efforts.

Strategic Objective 2: Improve nutrition

50. WFP is making considerable advances in ensuring that improving nutrition is at the foundation of its work. The WFP Nutrition Policy (2017–2021)[30] approved in February 2017 aims to help eliminate all forms of malnutrition by promoting healthy diets that comprehensively meet, but do not exceed, the nutrient requirements of vulnerable groups. This includes strengthening WFP's core capacities to address malnutrition at times of crisis while also supporting national governments in developing and implementing longer-term nutrition strategies. The policy commits WFP to considering nutrition issues in all of its activities. In 2017, nutrition considerations were successfully integrated into WFP policies and guidelines such as those on CSPs, emergency preparedness, gender and climate change.

51. The action plan for nutrition translates the goals of the nutrition policy into concrete actions to be implemented between 2017 and 2021. Based on regional priorities, the plan has four focus areas: improving the management of acute malnutrition; preventing stunting; aligning WFP programming with national nutrition plans; and working in partnership on nutrition. Within and among regions, enhancing WFP's nutrition capacity in emergencies remains a core component of the action plan.

52. A nutrition workforce planning model is helping to expand WFP's organizational capacity to implement the action plan for nutrition. A main area of focus is building the skills of nutrition staff members and preparing them to advance to more senior positions by creating career pathways. Following a comprehensive assessment of staff needs, WFP established a nutrition learning advisory group and began implementing a global nutrition learning strategy. In 2017, WFP launched its Nutrition Learning Channel, which has more than 1,000 staff subscribers and includes 15 online courses on essential nutrition topics. These resources are being made available to governments and partners in order to build nutrition capacity and foster South–South learning.

Strategic Objective 3: Achieve food security

53. WFP continues to support smallholder farmers and their families as some of the world's most food-insecure populations while also leveraging its purchasing power to increase smallholders' access to markets. In partnership with FAO, the International Fund for Agricultural Development (IFAD) and others, WFP aims to enhance broader food systems, with the goal of not only providing much needed food assistance but also having an impact on structural and systemic issues. WFP also supports national efforts in disaster risk reduction and in building more general resilience to help achieve zero hunger.

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[29] WFP/EB.2/2017/4-B/Rev.1*.

[30] WFP/EB.1/2017/4-C.

54. Pro-Smallholder Food Assistance, WFP's strategy for supporting smallholders, was finalized and released in 2017.[31] WFP's portfolio of food assistance initiatives that focus on smallholders has been developed gradually over many years and now covers most of the countries in which WFP operates. In addition to WFP's core asset creation programmes, which directly and indirectly benefit millions of smallholders, initiatives include Purchase for Progress (P4P), home-grown school meal programmes, the Rural Resilience Initiative and the recently launched Farm-to-Market Alliance. A major aim of the pro-smallholder food assistance strategy is to overcome the simplistic perception of WFP's role in rural areas as a deliverer of unsustainable food handouts to passive recipients. Working closely with partners, WFP has access to a wide array of capacities for developing context-specific solutions to the fundamental challenges facing smallholders. These solutions entail innovations that build resilience, increase market access and bridge emergency relief, recovery and long-term development actions.

55. WFP recognizes that care for the environment is essential to achieving food security and sustainable development, as outlined in the SDGs. The environmental policy[32] approved by the Board in February 2017 commits WFP to systematically identifying, avoiding and managing environmental risks related to its work. WFP thus seeks to mainstream environmental considerations as a cross-cutting issue throughout its programmatic and in-house operational activities.

56. WFP's new climate change policy[33] was approved in February 2017. It articulates WFP's contribution to national and global efforts to reduce the impacts of climate change on hunger, including by strengthening the resilience of vulnerable communities to climate-related hazards.

Strategic Objective 4: Support SDG implementation

57. WFP supports the achievement of zero hunger and related SDGs through capacity strengthening of governments. This includes supporting South–South cooperation and promoting evidence-based decisions on food and nutrition security by strengthening national and regional capacities to undertake credible, relevant and timely assessments and analysis. A core principle underlying this Strategic Objective is that governments are at the centre of planning and decision-making processes.

58. In addition to the rollout of the IRM, which aligns WFP's work with the 2030 Agenda and was the main strategic highlight of 2017, WFP made progress on strategic initiatives related to South–South cooperation and country capacity strengthening.

59. WFP supported the strengthening of South–South cooperation through a combination of strategic initiatives in 2017. These included issuing operational guidance for WFP country offices and regional bureaux on implementing South–South cooperation programmes; developing innovative South–South cooperation assessment modalities and guidance for country offices on taking stock of host countries' existing practices; mainstreaming country capacity strengthening and South–South cooperation as part of WFP's country strategic planning work; engaging in evidence-based policy dialogue, such as the Global South–South Development Expo and the Forum on China-Africa Cooperation; and operationalizing and strengthening WFP's centres of excellence in Brazil and China. The Centre of Excellence against Hunger in Brazil celebrated six years of work in South–South cooperation for the creation and improvement of sustainable

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[31] WFP. 2017. *Pro-Smallholder Food Assistance: A Strategy for Boosting Smallholder Resilience and Market Access Worldwide*. Rome. https://docs.wfp.org/api/documents/WFP-0000023123/download/.

[32] WFP/EB.1/2017/4-B/Rev.1*.

[33] WFP/EB.1/2017/4-A/Rev.1*.

policies and programmes to fight hunger and poverty. In 2017, the centre focused on investing in research initiatives while maintaining the pace of its technical assistance to partner countries.[34]

60. WFP also continued its efforts to strengthen the systematic design, documentation and operationalization of country capacity strengthening as a key element of the CSPs. In 2017, the country capacity strengthening toolkit and related guidance developed in 2016 on the basis of audit and policy evaluations were fine-tuned, and approaches were unified to facilitate consistent operationalization of capacity strengthening in all WFP programme areas. In addition, the evaluation of WFP's 2009 policy on capacity development and an internal audit of WFP's country capacity strengthening efforts were released in early 2017, providing a road map for strengthening corporate systems and services to better support WFP in moving to the role of enabling partner clearly articulated in the WFP Strategic Plan (2017–2021).

Strategic Objective 5: Partner for SDG results

61. Achieving zero hunger requires that WFP work as part of a broader system and support other stakeholders in collective action towards the SDGs. In line with WFP's partnership strategy, these other stakeholders include resource partners, knowledge partners, policy and governance partners, advocacy partners and capability partners.

62. The 2030 Agenda, the SDGs and the Quadrennial Comprehensive Policy Review all highlight the importance of partnerships in humanitarian response and sustainable development. WFP's Strategic Plan (2017–2021) and IRM reflect the organization's commitment to this partnership mindset.

63. While partnerships in all areas are now structurally embedded throughout WFP through the strategic plan and CSPs, collaboration among the Rome-based agencies in the era of SDGs continues to progress. Collaboration is based on the agencies' respective mandates, related comparative advantages and distinctive strengths in four pillars of collaboration: working together at the country and regional levels; cooperating at the global level; collaborating on thematic knowledge; and sharing joint corporate services. In late 2016, a joint paper was prepared outlining the three agencies' collaboration, including how they will support countries in achieving the goals of the 2030 Agenda. In 2017, a progress report on the joint paper was presented to the governing bodies of the agencies, highlighting the current status of collaboration. Specific achievements related to Rome-based agency collaboration in 2017 can be found in Part II of this report.

64. In addition, WFP continues to provide its supply chain and other common services and platforms (such as emergency preparedness, sustainable engineering solutions for humanitarian needs and common delivery platforms for CBTs) to support stakeholders in achieving the SDGs.

Policy on country strategic plans

65. The 2030 Agenda will be achieved at the country level so WFP's policy on CSPs[35] approved by the Board in November 2016 lies at the heart of the strategic plan. While WFP has always prioritized the needs and objectives of national governments in the countries where it operates, government priorities have been more systematically integrated through CSPs. The CSP preparation process includes a national zero hunger strategic review as a key precursor to CSP development. The strategic review is an independent analysis structured around SDG 2, often commissioned by WFP but led and owned by the host government. Strategic reviews provide an overview of the main challenges to reaching zero hunger in a particular country, identifying the priority actions needed to address gaps and recommendations for the various actors working in relevant sectors. The CSP

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[34] The centre completed a study requested by the African Union on the benefits and challenges of school meals in Africa, which examined the general situation of school meal programmes in 20 countries. An impact assessment was carried out to evaluate the centre's first five years of work, with results highlighting its contributions to the overall recognition of school meal programmes as a strategy for promoting sustainable development.

[35] WFP/EB.A/2016/5-B*.

is built on the findings of the strategic review and involves a rigorous consultation process with the host government and other partners. Through this process, WFP ensures that each CSP is aligned with national priorities and SDG targets, and that the host government is in full agreement with WFP's strategic direction and operational plans for the coming years.

Other strategic considerations

66. While WFP's strategies and objectives are structured around the Strategic Goals, Strategic Objectives and Strategic Results outlined in the strategic plan, other cross-cutting considerations, including conflict sensitivity, a "food systems" approach and innovation, also shape the organization's approach to contributing to food security and nutrition.

67. As a large percentage of WFP operations are in conflict areas, it is worth noting that addressing food insecurity in such areas requires conflict-sensitive, appropriate and timely interventions to address the needs and priorities of affected women, men, girls and boys. An appropriate approach based on an understanding of the specific dynamics of each conflict can make significant contributions to peace and conflict prevention.

68. WFP is also increasingly examining the impact of food systems on food security and nutrition, and opportunities for it to have positive impacts on food systems around the world. Food systems in many of the countries in which WFP operates are changing rapidly as a result of urbanization, income growth and shifting consumer diets, among other factors. Disrupted and broken food systems are early indicators of humanitarian crisis, often defining the depth and coverage of the crisis.[36] As a large actor in food assistance, including in the local and international procurement of food, WFP operates at scales that can have structural consequences for food systems. The increase in CBTs has also altered the dynamics of WFP's impact on food systems. WFP plans to leverage its food assistance interventions to improve food system performance, addressing systemic issues and thereby contributing to long-term food security.

69. To ensure that in a rapidly evolving world the vision outlined in the strategic plan is realized, innovation is critical. WFP is committed to unlocking the power of innovation for sustainable development and making space for new thinking, bold ideas and technological innovation to help eradicate hunger in the world. New technologies, including frontier technologies such as artificial intelligence and blockchain, have opened up novel ways for WFP to provide assistance and communicate with the people it serves and are important enablers and catalysts for innovation. The introduction of new operating models has also led to important innovations in the humanitarian and development communities. Developing new partnerships is critical for accelerating innovation and change and can help achieve zero hunger.

Results of organizational strengthening and transformation of WFP – the path to 2030

70. Approval of the IRM, including the strategic plan, marks a significant effort by WFP to align itself with global commitments including the 2030 Agenda. For WFP's country offices, this alignment was ensured through implementation of the policy on CSPs. Since 2014, WFP has supported more than 60 countries in initiating zero hunger strategic reviews, leading to the approval of 23 CSPs in 2017. Five countries where strategic reviews were not feasible opted to develop interim CSPs (ICSPs). In addition, the Executive Director approved 37 transitional ICSPs (T-ICSPs) in 2017; these translated existing project documents into the new framework and took effect on 1 January 2018.

71. The CSPs, ICSPs and T-ICSPs contain diverse portfolios ranging from life-saving crisis response interventions to investments in food systems and strengthening of national capacities. They are aligned with national SDG plans and priorities and have contributed to WFP's strategic repositioning. The programmatic coherence of the portfolios is improving the perception,

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[36] WFP. 2017. *World Food Assistance 2017: Taking Stock and Looking Ahead.* Rome. https://www.wfp.org/content/2017-world-food-assistance-taking-stock-and-looking-ahead.

standing and branding of WFP at the country level, and is contributing to enhanced partnerships and increased potential for new funding opportunities.

72. As part of the Financial Framework Review (FFR) – also part of the IRM – WFP developed and delivered the country portfolio budget structure to support operationalization of the strategic plan and implementation of the country strategic planning approach, and to strengthen the links between resources used and results obtained in order to improve performance management and accountability. Twelve country offices followed the country strategic planning approach and applied the accompanying country portfolio budget structure in 2017. Lessons learned during the pilot phase supported the transition of an additional 53 country offices from projects to the IRM framework on 1 January 2018.

73. The consolidation of all operations and resources into a single budget structure provides managers with better visibility over inputs, outcomes and available resources. This improves operational effectiveness and enables better identification of cost drivers in order to facilitate increased cost efficiency and ensure that WFP is maximizing its impact for the people it serves.

74. Critically, the country portfolio budget structure links strategy, planning and budgeting, implementation and resources to demonstrate the results achieved. This enhances WFP's transparency, supports outcome-based resource allocation and improves how WFP communicates its results to donor partners.

75. At its 2017 annual session, the Board noted WFP's plan to introduce more flexibility into the timing of IRM framework implementation. The target "go live" date of 1 January 2018 was maintained for most country offices, while 16 of them opted to continue implementing projects in 2018 in accordance with the flexibility introduced to the IRM implementation timeline. These country offices will transition to the IRM framework no later than January 2019. The additional time will allow WFP to improve programme quality, address issues with the transfer of resources from closing projects to the CSP framework, ensure greater capacity to manage the transition, gather lessons learned and discuss amendments to WFP's general rules and financial regulations, including delegations of authority.

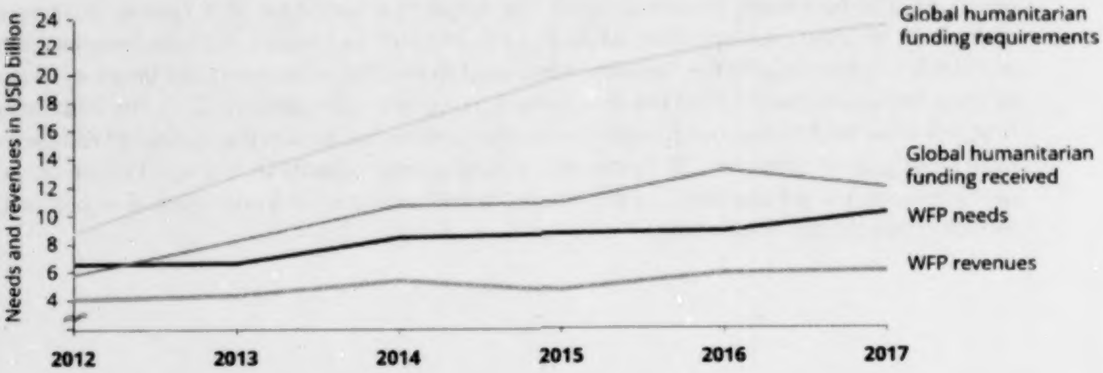
Part II: Resources and prioritization

This is a new section, introduced in this 2017 APR. It outlines elements of the financial statements in order to shed light on the overall financial performance of WFP and to highlight the funding gap and its consequences.

The section begins with an outline of WFP's financial situation and an account of total revenues and expenses, including the overall cost structure of the organization and the composition of its expenses. Analysis of the financial statements is used to examine the total resources required to address the needs of the most vulnerable populations supported by WFP compared with the contributions received in 2017. The funding gap and its consequences are discussed, along with efforts made to minimize the impact of funding shortfalls and, more generally, to meet needs-based requirements. The discussion includes an update on and analysis of unearmarked and softly earmarked funding.

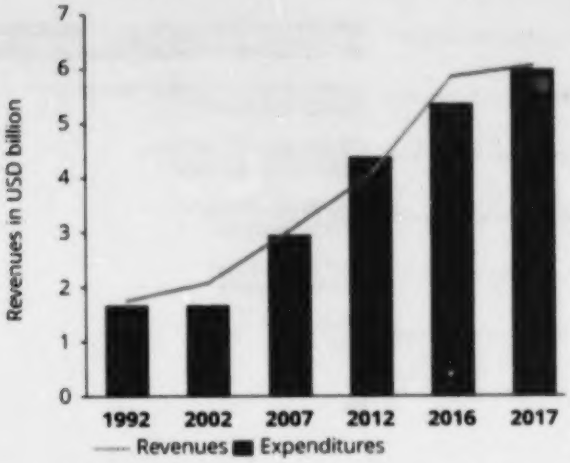
Total resource requirements and the funding gap

Figure 1: **Increasing needs of the humanitarian community and WFP**



76. While record levels of funding helped humanitarian agencies to reach more people than ever in 2017, needs have continued to grow. This has resulted in a gap between needs and funding that is also at a historic high. WFP's experience in 2017 reflects these global trends. In 2017, WFP received record contribution revenues of USD 6 billion, but total operational requirements were also higher than ever, at USD 9.8 billion. Contribution revenues have consistently increased over the last 25 years, and WFP is the largest humanitarian agency fighting hunger worldwide.

Figure 2: **WFP's growth over the last 25 years**



Overview of the financial situation

77. The overall financial situation of WFP is healthy, as indicated by the rising trend in contribution revenue and the evolution and composition of expenses, which are keeping pace with WFP's programme of work.[37] The record high contribution revenue of USD 6 billion for 2017 was due primarily to increased contributions received for responses to the Syrian crisis and for Syrian refugees ("Syria+5") and responses to the "four potential famine" operations.

78. Expenses in 2017 also reached a record high, at USD 6.2 billion, an increase of USD 852 million (16 percent) compared with 2016. As shown in figure 3, cash-based transfer (CBT) costs reached USD 1.4 billion in 2017, growing more rapidly than other cost categories. While increases in CBT costs were noted across operations, Syria+5 accounted for 58 percent of the total increase. Food commodities distributed also increased, from 3.7 million mt valued at USD 2.1 billion in 2016 to 3.9 million mt valued at USD 2.2 billion in 2017. WFP's large-scale operations – the Syria+5 response and operations in Ethiopia, Malawi, Nigeria, South Sudan, Uganda and Yemen – together accounted for 61 percent of the tonnage distributed and 57 percent of the food value.

79. Despite the increases in CBTs and food commodities distributed, expenses related to distribution, staffing and other costs remained relatively stable. Compared with 2016, distribution and related services increased by just 4 percent and staff costs and employee benefits by 7 percent. While factors such as economies of scale may have played a role, the change in the composition of expenses between 2016 and 2017 also indicates increased efficiencies; WFP was able to provide greater programmatic outputs with relatively small increases in staffing and other costs. In addition, CBTs and delivery and related costs dropped from 7.2 percent to 6.3 percent. With USD 1.4 billion in transfers, this resulted in savings of more than USD 30 million over two years.

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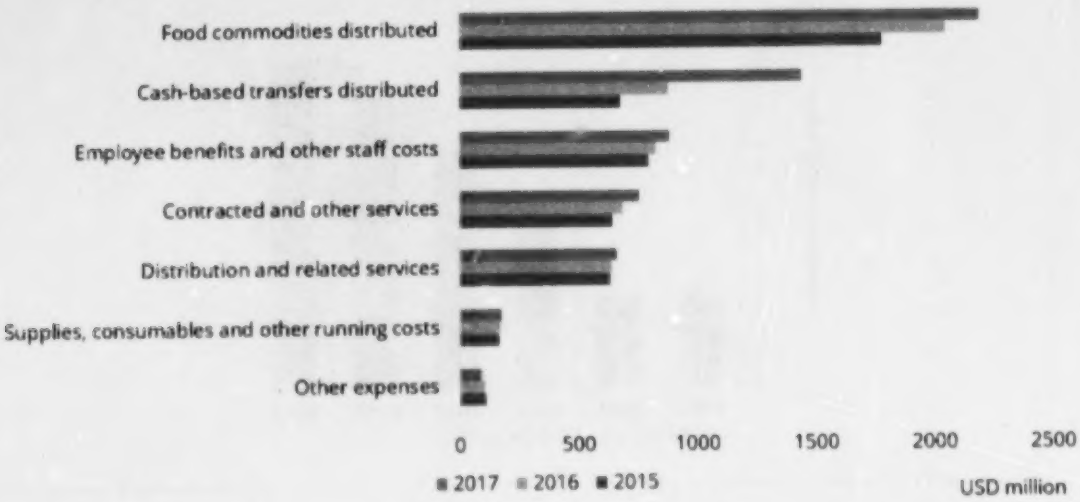
[37] In compliance with International Public Sector Accounting Standards, WFP's financial reporting recognizes contribution revenue when contributions are confirmed in writing and are stipulated for the current financial year, and expenses when food commodities are delivered or CBTs are distributed. There is an inherent time lag between the recognition of revenues and the recognition of expenses. Consequently, expenses in any one year may be higher or lower than the revenue in that year as WFP utilizes or replenishes its fund balances. The contribution contracts signed include contribution revenue and deferred revenue. Deferred revenue is contribution revenue stipulated for future years. Deferred revenue in 2017 increased by USD 942.0 million, or 96 percent, from USD 986.2 million at the end of 2016 to USD 1,928.2 million at the end of 2017. Of the total, USD 1,550.0 million is stipulated for use in 2018, and the remaining balance of USD 378.2 million for use in 2019 and beyond.

Figure 3: **Composition of expenses**



Funding gap

80. While WFP's high contribution revenue and expenses in 2017 allowed it to reach 88.9 million[38] beneficiaries through operations and respond effectively to emergencies around the world, total requirements were also greater than ever, at USD 9.8 billion. WFP made efforts to bridge the growing gap, but the resulting funding shortfall of USD 3.8 billion had real consequences.

Consequences of the funding gap

81. Using vulnerability analysis and mapping, other means and, increasingly, the zero hunger strategic review process, WFP country offices plan their operations to meet the needs of the most vulnerable populations. The result is a "needs-based plan", and when funding does not meet the needs, the assistance and change envisioned in the plan are often not realized. The 2017 funding gap had various consequences for WFP operations globally, from reductions in the number and size of rations or the duration of assistance provision to prioritization of activities and beneficiary groups.

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[38] This figure does not include people assisted through Trust Fund activities.

82. Reducing cash-based or food transfers negatively affects the food security and nutrition of the populations WFP serves. When funding challenges are prolonged, WFP is forced to prioritize its programmes and beneficiaries, often ceasing to provide assistance to some population groups. WFP prioritizes the geographic areas that are most affected, targets only the most vulnerable households or reduces ration sizes or other assistance. Life-saving support is prioritized over preventive or capacity strengthening activities. The beneficiaries WFP supports are some of the most vulnerable and food-insecure people in the world, and reducing rations or stopping assistance altogether can have devastating consequences. As the provider of last resort, when WFP withdraws support, many of these beneficiaries do not have other options.

83. These operational adjustments have direct impacts on the diets, health and well-being of people in need, and in many instances people are left with little choice but to resort to drastic measures to ensure their survival. Coping mechanisms include reducing meals or cutting health and education expenses, and engaging in risky and exploitative work, transactional sex, early marriage of girls, family separation and trafficking of people, with serious consequences for safety and dignity.

84. Evidence from 15 evaluations included in the synthesis report on operation evaluations for 2016–2017[39] found that funding shortfalls restricted the majority of WFP operations, not only in their ability to fully meet assessed needs, but also in their scope for innovating, strengthening capacities and ensuring linkages across the humanitarian–development nexus. The synthesis found that WFP is generally well positioned to deliver increasingly complex solutions to hunger, while there is need to place greater emphasis on contingency planning from the outset of operation design.

85. In addition, the synthesis report highlighted that low funding was constraining performance in 13 operations, 5 of which were funded at less than 50 percent at mid-term. Effects included curtailed activities, pipeline breaks and reduced coverage of geographic areas and populations and frequency of assistance provision. Opportunities to pilot test innovations, implement capacity strengthening activities and undertake activities focused on the transition from emergency to recovery were also constrained.

In emergencies

86. The consequences for emergency operations (EMOPs), which accounted for the bulk of WFP's resources in 2017, can be particularly severe. Timely and adequate funding is paramount in crisis settings in order to avoid the interruption of assistance, particularly as two to three months of lead time is typically needed to bring internationally procured commodities into a country. In addition to delaying the response, underfunding for EMOPs forces WFP to cut rations, temporarily reduce activities or cease interventions altogether. These actions of last resort force beneficiaries to react by adopting negative coping mechanisms, as seen in the Democratic Republic of the Congo (box 1).

Box 1: Limited resources and consequences in Kasai region of the Democratic Republic of the Congo

In the conflict-ravaged Kasai region, where a Level 3 emergency was declared in October 2017 and an estimated 3.2 million people are in need of life-saving food assistance, insufficient funding threatens to transform an acute hunger emergency into famine. As funding becomes scarce, thousands of malnourished children reaching health centres cannot be treated and are put on waiting lists. Limited resources also forced WFP to halve rations in November and December 2017.

Since violence erupted in August 2016, the Kasai region has seen some of the highest levels of child recruitment to armed conflict, according to the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). The emergence of transactional sex as a coping mechanism has also been reported by the International Organization for Migration (IOM). Transactional sex is one of the many forms of exploitation faced by vulnerable internally displaced persons who are unable to provide labour in host communities.[a] Any cuts to WFP's already limited provision of full ration food distributions will aggravate the risks of sexual exploitation and other abuses of the women, men, boys and girls served.

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[39] WFP/EB.2/2017/6-B*.

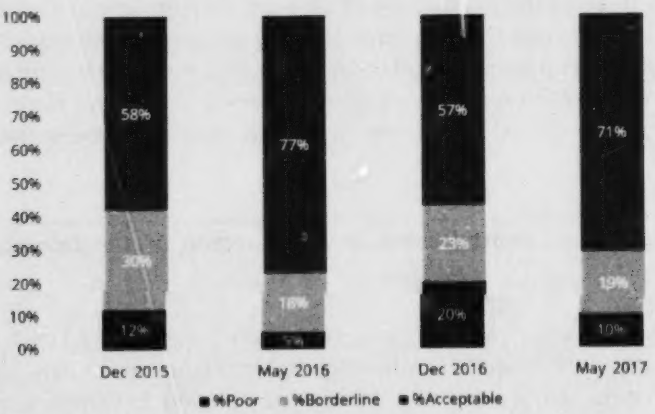
Lack of funding for the operation has also obliged WFP to draw from internal emergency resources, which were exhausted. An adequately funded WFP operation would help accelerate the return home of the more than 750,000 people still displaced by the Kasai conflict – most of whom are subsistence farmers who have now missed three consecutive planting seasons – and the rebuilding of shattered lives. While this large-scale humanitarian crisis continues to disrupt livelihoods and the number of people affected remains high, the emergency in the Democratic Republic of the Congo has not attracted the same attention from donors as ongoing emergencies in other parts of the world. As a result, contributions have not kept pace with the high funding needs.

[a] United Nations News. 12 December 2017. https://news.un.org/en/audio/2017/12/639232#.WjJ1Rt-nHIU.

87. Protracted EMOPs also often face funding challenges, leading to negative consequences. The camps for Somali refugees in Dadaab and Kakuma in northern Kenya provide an example. The refugee camps were built in the early 1990s and, as the related humanitarian operations near two decades of implementation, less public attention is directed to this protracted crisis, with the result that WFP faces a lack of sufficient and predictable resources despite recent arrivals of more refugees from South Sudan.

88. In Kakuma, where refugees rely on WFP for 70–80 percent of their food consumption, large ration cuts in recent years have led to worsening food security. The largest ration cuts in recent years occurred at the end of 2016 and the end of 2017. During each of these periods, the proportion of households with poor food consumption increased to 20 percent. In the period between the ration cuts, full rations were resumed and the poor food consumption indicator dropped by half (to 10 percent), providing further evidence of the causal relationship between ration cuts and increased food insecurity.

Figure 4: **Change in food consumption over time – Kakuma (Kenya)**



89. The ration cuts in December 2017 also led to the adoption of negative coping mechanisms, with 22 percent of refugee households resorting to begging compared with 14 percent in May. Other coping mechanisms used included selling productive assets such as bicycles and wheelbarrows and reducing expenditures on health and education.

90. While data from Dadaab do not show as clear a causal relationship over time between ration cuts and food insecurity, a two-month ration cut in late 2017 led to a drop in the percentage of households with acceptable food consumption from 95 percent in May 2017 to 53 percent in December 2017. This is the lowest recorded level to date in Dadaab refugee camp. With cuts continuing into 2018, WFP is concerned that the situation will deteriorate, particularly given the ongoing uncertainty regarding repatriation of refugees and closing of the camps.

Prioritization

91. Funding shortfalls often result in the prioritization of life-saving activities over capacity strengthening, resilience building and other interventions needed for long-term sustainable food security. The activities with the largest gaps are often those such as asset creation, malnutrition prevention and capacity strengthening that benefit from and require predictable funding in order to effect long-term change.

92. In 2017, five country offices[40] in the Latin America region had to halt or continue suspending some of their planned activities. When funding did not materialize as expected, capacity strengthening activities were typically deprioritized. For example, eight activities planned to start in April 2017 under the CSPs for Colombia, Ecuador and El Salvador could not be implemented. This hindered WFP's plans to provide technical assistance to enhance social protection systems, strengthen national institutions supporting smallholder productivity and income, enhance the production, management and marketing capacities of food-insecure smallholder farmers and farmer organizations and build the capacities of national and subnational institutions to manage food security and nutrition policies and programmes.

93. In Haiti, funding shortfalls hit recovery and resilience activities the hardest, reducing the impact of food assistance aimed at allowing communities in need to recover their livelihoods, especially communities that had suffered from Hurricane Matthew in 2016 and several consecutive years of drought. Operations in the Plurinational State of Bolivia continued to be seriously affected by lack of funding, with nutrition and resilience activities suspended since 2016 and school meals facing reduced coverage.

94. In 2017, the Ecuador CSP was funded at 56 percent. Funds were prioritized to provide vulnerable populations with vouchers for nutritious food, and the monthly voucher value was lowered in order to maximize the number of people in urgent need receiving food assistance. No planned capacity strengthening activities could be implemented.

Efforts to meet needs-based budget requirements

95. The effectiveness of WFP's work in contributing to attainment of the SDGs is contingent on having adequate funding to achieve the planned outputs and outcomes of its programme of work. In an effort to meet needs-based budget requirements, WFP engaged with traditional donors, smaller and non-traditional donors, host governments and the private sector. While WFP raised record contributions in 2017, the trend of dependence on the top ten donors continues, with these donors accounting for 88 percent of total contributions in 2017. Contributions from donors other than the top ten declined in both proportional and absolute terms, as they had done in 2016. WFP is working to curb this trend by broadening the donor base, seeking more contributions from host governments and through individual giving and making greater and more systematic efforts in private sector fundraising and partnerships.

96. Major efforts were made in 2017 to increase funding from the private sector. Driven by the 2030 Agenda and the need to cooperate with private sector partners in new ways under the CSPs, WFP is currently developing a new initiative, the 2018–2021 private-sector partnerships and

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[40] The Plurinational State of Bolivia, Colombia, El Salvador, Ecuador and Nicaragua.

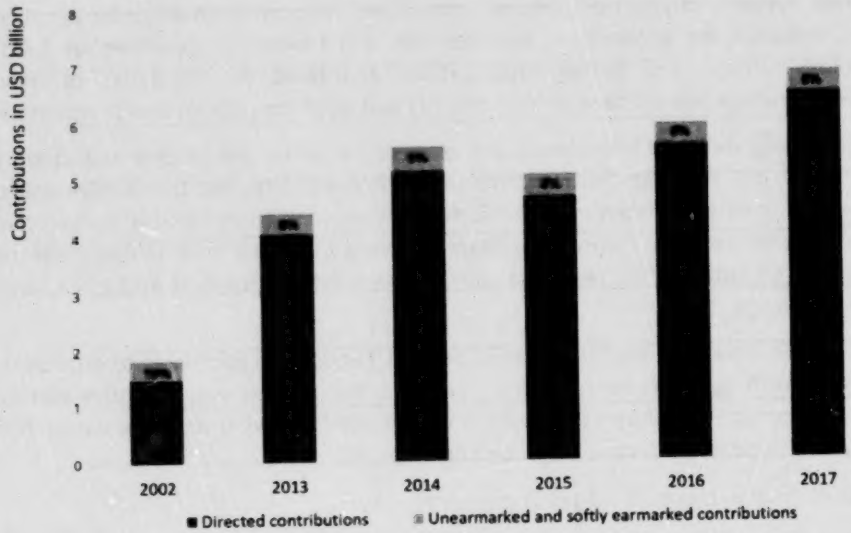
fundraising strategy, which will be presented to the Board. The proposed strategy will mark the first time that WFP makes the strategic choice to invest in an ambitious plan for increasing engagement with the private sector.

Flexible and unearmarked funding

97. Unearmarked or softly earmarked funds – funding for which the donors do not impose strict conditions – are critical for WFP as they allow it to use the resources when and where needs are greatest. Flexible funding allows WFP to start new operations, fund neglected crises and generally enhance its support to the people in greatest need. Unfortunately, while several donors have continued to empower WFP by providing flexible funding, there has been a gradual decline in total unearmarked funding over the years.

98. In 2002, 19 percent of WFP funding was unearmarked, but in 2017 unearmarked or softly earmarked revenue accounted for just 6 percent of total contributions, at USD 380 million.[41] Of this amount, 99 percent was received from governments, and only 1 percent came from private donors. Annex II.B provides a fuller picture of funding, by donor.

Figure 5: **Earmarking trend**



99. To facilitate an informed approach to decision making regarding flexible funding, the Strategic Resource Allocation Committee oversees all aspects of resource prioritization and allocation. In 2017, a total of USD 297.2 million from flexible contributions (or about 4 percent of total WFP funding) was allocated to critical field-based projects. The criticality of a project is determined through a prioritization and allocation process based on project pipeline breaks (quantitative analysis), combined with qualitative criteria such as food security indicators and emergency levels.

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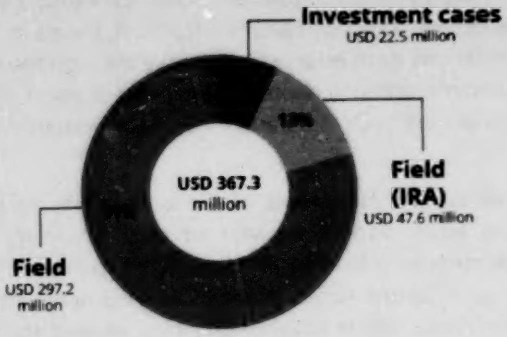
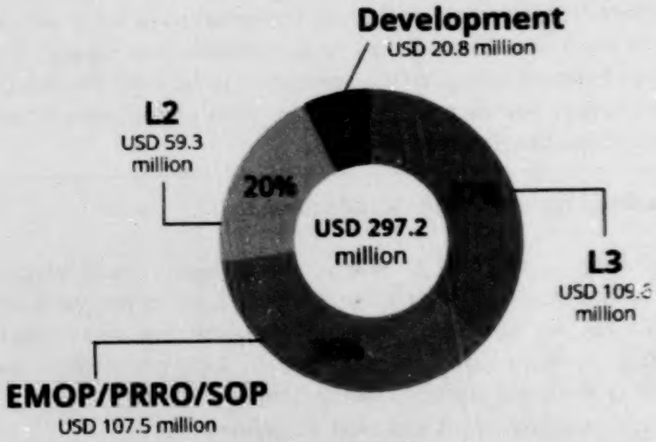
[41] In 2017, USD 399 million in revenue was recorded as multilateral contributions, of which USD 380 million was available for allocation by WFP.

Figure 6: **Allocation of unearmarked and softly earmarked contributions in 2017**



100. Of the USD 297.2 million available for critical projects, USD 276.4 million was allocated to EMOPs, protracted relief and recovery operations (PRROs) and CSPs that had activities in the crisis response and resilience building focus areas, with USD 109.6 million going to the seven Level 3 emergency responses and USD 59.3 million to four Level 2 emergency responses, in the Central African Republic, the Horn of Africa, Libya and Mali. In addition, USD 81.2 million was used to purchase commodities from the Global Commodity Management Facility, an internal financing platform that enables the advanced positioning of food thereby significantly cutting delivery times. Purchase of commodities through the facility allowed WFP to gain a lead time of 63 days over the standard process.

Figure 7: **Allocation by project category and emergency classification**



101. In 2017, the Strategic Resource Allocation Committee allocated an additional USD 14.7 million of unearmarked or softly earmarked funds to WFP's internal advance financing mechanism, the Immediate Response Account (IRA). The IRA also received USD 32.9 million in flexible funding as replenishment. The IRA remained essential in averting funding gaps, minimizing project shortfalls and ensuring timely response for life saving in emergencies. IRA funds were utilized for EMOPs, PRROs, special operations and crisis response activities in country portfolio budgets, and there were some allocations to preparedness activities. The largest contributions were made to the operations in the Democratic Republic of the Congo and Somalia. The IRA provided more than 43 percent of the resources spent by WFP in Kasai in 2017, enabling WFP to put in place the key building blocks of its EMOPs there.

102. Following the devastating floods in Peru in the first half of the year, IRA funds allowed WFP to support the government response through a special operation providing logistics and programmatic expertise. After a series of category 5 hurricanes hit the Caribbean in September, WFP launched four immediate-response EMOPs – for Haiti, the eastern and western Caribbean and Cuba – and IRA allocations enabled a swift response through the regional special operation for the emergency telecommunications cluster and logistics support. The IRA also supported the response to floods in Nicaragua in October and emergency preparedness activities in Colombia and Ecuador.

103. Similarly, country offices availed themselves of the opportunity to request advances against forecasted contributions when donors allowed advance financing, both in the context of humanitarian assistance, such as in the EMOPs responding to hurricanes in Cuba and Dominica and the drought response in Central America, and in development settings, including the school meals programme in Nicaragua, where advance financing allowed the timely delivery of food to schools.

104. In 2017, USD 22.5 million of unearmarked funds was allocated to investment cases that were prioritized for funding by the Strategic Resource Allocation Committee based on preferences expressed by donors and WFP's current priorities. Target areas identified for funding included "streamlining and efficiency", with two allocations made to support WFP's corporate digital beneficiary and transfer management system, SCOPE; and "risk management", with allocations to three departments at headquarters. Annex IX-A provides a detailed list of 2017 allocations to investment cases.

105. Donors are increasingly attaching conditions to contributions, with the stated goal of supporting effectiveness while satisfying their own national accountability mechanisms and domestic constituents. While WFP recognizes donors' increased preferences for earmarked and clearly tracked contributions, tight earmarking negatively affects prioritization. It is therefore imperative that WFP provide the transparency and clear linkages between activities and results that will make donors more comfortable in providing flexible, unearmarked or softly earmarked and outcome-based funding in the future. Some donors have increased their support for agile and effective response through flexible funding. WFP is committed to building the Board's confidence in the workings of the Strategic Resource Allocation Committee, and stronger evidence for and visibility of softly earmarked and unearmarked funding.

Box 2: Averting pipeline breaks through flexible funding

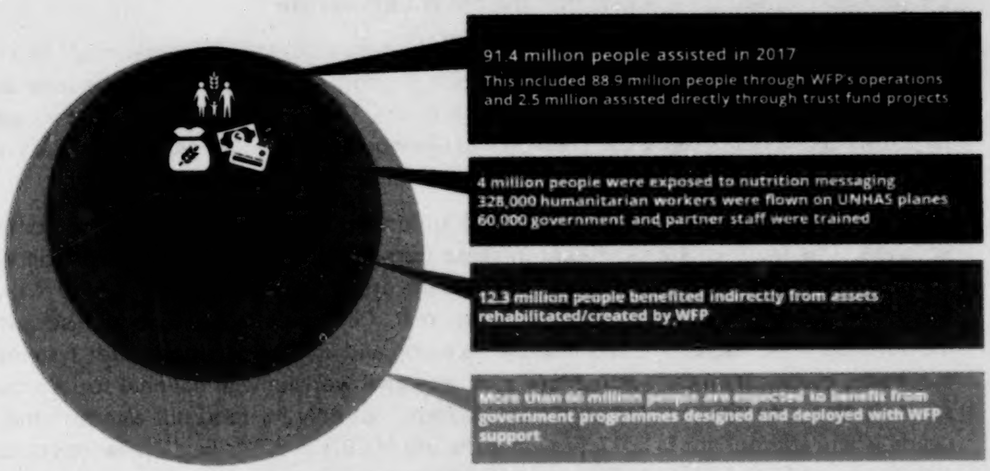
In March 2017, WFP faced a shortage of Plumpy'Sup (a ready-to-use supplementary food for malnourished children) and wheat-soybean mix (a nutritious food for pregnant and lactating women and girls). While WFP's country office in Afghanistan had some resources available, the funds were earmarked for other programmes or were restricted to local purchases, while the specialized nutritious foods needed were not available locally. Thanks to flexible funding, WFP was able to purchase the specialized nutritious foods and avert a pipeline break.

Part III: WFP's response in 2017

The section presents an overview of WFP's actual response and coverage using the funding received, including a discussion of its response to the continued record number of complex emergencies, many stemming from conflict; longer-term development programmes; growing number of capacity strengthening initiatives; and support from management for improving response through innovative systems and tools, including digital tools.

106. In 2017, WFP assisted a total of 91.4 million people in 83 countries, providing food assistance in emergencies, working with communities to build resilience, improving nutrition for children and pregnant and lactating women and girls and providing support through capacity strengthening. WFP had some 16,000 employees worldwide, of whom 88 percent were based in the field. Every day, WFP operated or coordinated an average of 5,000 trucks, 20 ships, 70 aircraft and a network of 650 warehouses, along with 6 United Nations Humanitarian Response Depot (UNHRD) hubs located around the globe. WFP's response and progress in thematic areas aligned with its five Strategic Objectives are presented in the following subsections.

Figure 8: **WFP's positive impact on the lives of undernourished people**


91.4 million people assisted in 2017
This included 88.9 million people through WFP's operations and 2.5 million assisted directly through trust fund projects
4 million people were exposed to nutrition messaging
328,000 humanitarian workers were flown on UNHAS planes
60,000 government and partner staff were trained
12.3 million people benefited indirectly from assets rehabilitated/created by WFP
More than 66 million people are expected to benefit from government programmes designed and deployed with WFP support

People assisted by WFP and stakeholders through operations

107. Out of the total 91.4 million people assisted in 2017, WFP provided direct assistance through its operations to 88.9 million people using cash-based and food transfers. This was the highest number of beneficiaries reached since 2012 and included 9.3 million refugees, 2.5 million returnees and 15.8 million internally displaced persons. Children – 27.6 million girls and 27.1 million boys – remained the primary focus of WFP's support, accounting for 61 percent of total beneficiaries. Figure 9 illustrates the breakdown of WFP's beneficiaries by activity, sex and age group. An additional 2.5 million people were provided with CBTs or food through trust fund projects.[42]

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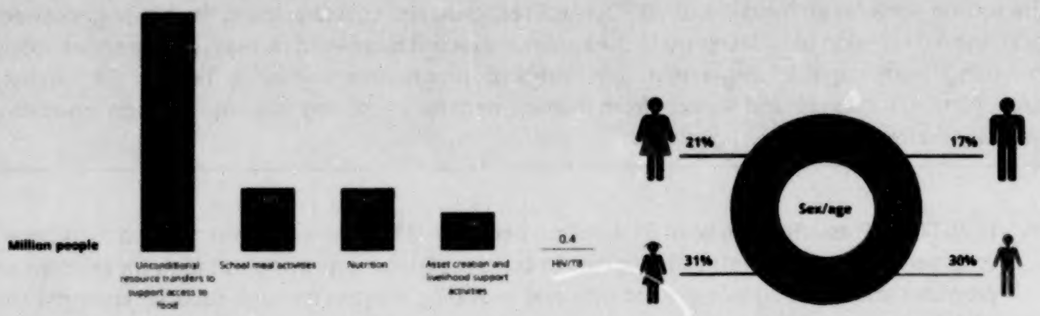
[42] This is the aggregate number of direct beneficiaries of the trust fund projects included in this report.

Figure 9: **People assisted through operations by activity, sex, and age**



Unconditional resource transfers to support access to food include the general food distributions reported in the Strategic Results Framework. Asset creation and livelihood support activities include the food assistance for assets and training activities reported in the framework.

108. In 2017, 62.2 million people (about 70 percent of all direct beneficiaries) were assisted through unconditional resource transfers to support access to food using CBTs and food distributions, reflecting the scale of WFP's emergency response. This was an increase from the 54.5 million people who received general food distributions or CBTs in 2016.

109. In addition, 16.5 million schoolchildren received school meals or take-home rations,[43] 16.3 million women, boys and girls received special nutrition support and 9.9 million people were assisted through asset creation and livelihood support activities. The number of beneficiaries increased in all activity categories except asset creation and livelihood support. The growth was due primarily to the increase in CBTs and emergency response.

110. In 2017, 19.2 million WFP beneficiaries were supported through CBTs, including commodity vouchers. This represents a significant increase from 2016 with 14.3 million beneficiaries, and 2015 with 9.6 million. WFP continues to increase the use of CBTs in areas where food is available but not accessible and other conditions are met. CBTs help address food insecurity and malnutrition while also promoting financial inclusion and integration into market systems. WFP is a leader in the use of CBTs in humanitarian response, working with national social protection schemes and providing a common digital platform, not only for food but also for other basic needs, where appropriate. In 2017, growth in the use of CBTs in WFP's field operations continued, with a record USD 1.4 billion transferred to WFP's beneficiaries representing an increase of more than 60 percent from 2016, and remarkable growth since 2010, when CBTs stood at just USD 60 million. CBTs account for a large percentage of the increases in transfer values over the past few years, and constituted roughly 34 percent of total transfers in 2017.

111. CBTs were used in 61 WFP country offices around the world. The growth in coverage and transfer values shows that the investments WFP has made in developing business models and tools and building capacity have significantly strengthened its ability to use CBTs where appropriate and confirms WFP's growing capacity to use the various modalities in its transfer toolbox.

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[43] 18.3 million schoolchildren received school meals or take-home rations – this includes 16.5 million schoolchildren and an additional 1.8 million schoolchildren who benefited through WFP-managed trust funds in Benin, Haiti, Honduras and Lesotho.

112. Rations of food and CBTs are WFP's main inputs for achieving planned outputs and outcomes. In 2017, WFP delivered more than 15 billion daily rations in projects based on the SRF or the CRF and active during the year and in the approved CSPs that had started implementation by 31 December 2017.

113. In 2017, the average cost of a daily ration was USD 0.31,[44] taking into account the total number of food and cash-based rations distributed globally and all transfer-related costs, such as food commodity transport, storage and services provided to WFP staff and partners. The average cost represents a relatively substantial decrease of 10 percent compared with the USD 0.34 average cost in 2016, when 13 billion daily rations were distributed in WFP's operations. The decrease is in line with the analysis of financial performance in part II, suggesting that in 2017 WFP was able to provide greater programme outputs with relatively small increases in staff and other costs. The decrease is also likely to reflect economies of scale in the provision of rations in 2017 via CBTs and general food distributions.

114. The methodology for calculating cost per ration is currently being revised to adapt to changes introduced by the IRM, particularly the new activity categories, and to factor in more aspects of operations that explain variances in the cost per ration, such as prioritization and its effects on the size of rations and the number of feeding days. Full calculations based on the revised methodology are expected to be available in 2018 and to be reflected in the Management Plan (2019–2021).

WFP's Strategic Objectives: progress in 2017

115. The following sections describe progress made in 2017, organized by Strategic Objective and thematic area.

Strategic Objective 1: End hunger by protecting access to food

116. Strategic Objective 1, including WFP's life-saving work in emergencies, remained a focus in 2017, with Level 3 and Level 2 emergency responses accounting for 68 percent of WFP's total programme of work.

Emergencies in 2017

117. Conflict, displacement, climate-induced weather events and other factors led to a continuation of protracted crises in 2017 and the beginning of new emergencies. More people than ever were reached by humanitarian agencies, which assisted 105 million people in 38 countries. The level of needs continued to grow, however, and the gap between needs and resources was also larger than ever before.

118. In 2017, WFP witnessed several changes in emergency response levels, with the activation of three new emergency responses, the deactivation of two and the downgrading of one from Level 3 to Level 2. Spurred by a severe drought leaving more than 11 million people facing severe food insecurity in Ethiopia, Kenya and Somalia, a Level 2 drought emergency response in the Horn of Africa was activated in February. In September, a Level 3 emergency was declared for the Rohingya refugee crisis in Bangladesh and Myanmar following increased insecurity in Myanmar's northern Rakhine State and the resulting arrival in Bangladesh of almost half a million people from Myanmar in a single month. Operations in Bangladesh were scaled up to respond to emergency needs, marking WFP's first use of provisions in the CSP framework that allow it to tailor an emergency response to an agreed framework for engagement in the country rather than providing a discrete relief operation. WFP also activated a Level 3 response in October to address the humanitarian situation in the Kasai region of the Democratic Republic of the Congo, with an EMOP to support 3.2 million food-insecure people, including 1.3 million internally displaced

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[44] This figure was calculated using the same method as used for the 2016 APR and the Management Plan for 2017–2019. Expenditures include all transfer, implementation and support costs for operations and country portfolio budgets based on either the SRF or the CRF.

persons, in a region that is receiving little attention from the international community. In addition to the three new Level 3 emergency responses, WFP also launched an EMOP in Angola, where it did not previously have a presence, to support more than 28,000 people fleeing the violence in Kasai and seeking refuge in Lunda Norte province.

119. While these new emergencies developed, two other emergency responses were deactivated and one downgraded in 2017. The Level 3 response for El Niño-induced drought in southern Africa was deactivated in March after nine months, as the situation had stabilized with WFP reaching more than 10 million people in Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Zambia and Zimbabwe. The Level 2 response in Ukraine, activated in November 2014 to support 120,000 families affected by conflict, was deactivated in September in recognition of the country office's capacity to respond to the humanitarian needs. In November, the Level 3 response in Iraq was downgraded to Level 2 in view of the stabilizing situation and the capacity now embedded in the Regional Bureau in Cairo and the Iraq country office.

120. In February, with more than 20 million people in northeast Nigeria, Somalia, South Sudan and Yemen facing famine or a risk of famine, the Secretary-General of the United Nations António Guterres issued a call to action demanding a large-scale humanitarian response. WFP launched the "fighting famine" (also referred to as the "four famines") campaign to prevent and mitigate famine conditions in these four countries. In South Sudan, famine was declared in parts of the country in February, but was no longer found by June after a scale up of efforts by the humanitarian community. Despite significant funding and security challenges, WFP reached 12.4 million people in the four countries in November, more than twice the number reached in January, illustrating the large scale up of WFP's famine prevention efforts. The situation remains precarious, however, with funding constraints and ongoing conflict threatening the progress achieved to date.

121. In the emergencies that continued from 2016, violent conflict continued to increase humanitarian needs and limit humanitarian access throughout 2017.

122. Most notably, conflict increased the number of severely food-insecure people in Yemen from 7 million at the end of 2016 to 8.4 million at the end of 2017. An air and sea blockade led by Saudi Arabia prevented both humanitarian and commercial shipments from entering the country for three weeks in November resulting in the disruption of humanitarian assistance and massive spikes in food and fuel prices. The intensification of air strikes on Sana'a in December prompted the temporary relocation of WFP personnel. In the Central African Republic, where WFP has had a Level 2 emergency response since June 2015, violence between rival armed groups in the east escalated in April 2017, leading to a significant increase in the number of displaced persons, from 400,000 in March to 633,000 in November. Violence against humanitarian staff prompted WFP and several other organizations to temporarily suspend their activities.

123. The longest running WFP regional emergency response – in Mali, which has been at Level 2 since January 2012 – also faced an increase in insurgent activities, particularly in the southeastern Liptako Gourma area where Mali borders Burkina Faso and the Niger, leading to new displacements of populations and hampering WFP's response. The number of food-insecure people increased from 423,000 in January to 601,000 in August, with WFP targeting 1.1 million people over the course of the year. In 2017, WFP also began implementing a strategy for augmenting emergency preparedness at the national and regional levels through the Sahel shock response, which aims to reduce vulnerability and build resilience to the risk of a large-scale crisis in complex environments, such as the devastating 2012 drought.

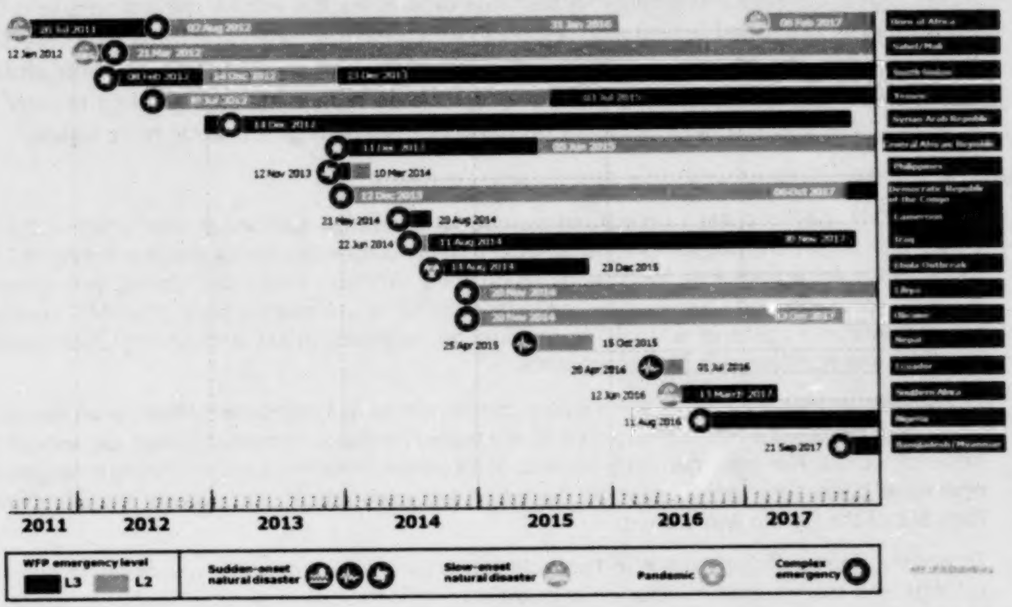
124. Meanwhile, WFP is preparing its plan for re-entering Libya, where a Level 2 emergency was declared in November 2014 and security conditions remain precarious and volatile as rival armed groups vie for territorial and political influence. WFP has been operating in Libya remotely from Tunisia since 2014, with cooperating partners supporting activities in-country.

125. In the Syrian Arab Republic, where the protracted conflict entered its seventh year in March 2017, WFP continued to support affected and displaced persons, reaching 4.2 million in the 14 Syrian

governorates and 2.5 million who had fled to Egypt, Iraq, Jordan, Lebanon and Turkey. These included more than 1.4 million people in hard-to-reach and besieged areas who were assisted via joint convoys and airdrops.

126. A more detailed account of WFP's responses to Level 3 emergencies and the four famines in 2017 can be found in Annex XI.

Figure 10: **Major WFP emergency responses (2011–2017)**



Sudden-onset emergencies and climate-related disasters

127. While many emergencies, including those in the Syrian Arab Republic and Yemen, were protracted, WFP also responded to several sudden-onset crises in 2017, which tested the organization's emergency preparedness and surge capacity. While the two category 5 hurricanes – Irma, the most powerful hurricane ever recorded in the Atlantic Ocean, and Maria, which caused significant damage to infrastructure in the Caribbean – did not warrant activation of a regional or corporate emergency response, they dominated WFP's operations in the region between August and October. WFP provided food assistance and logistics, air services and telecommunications support to the island states that were worst affected by the hurricanes. Two regional immediate-response EMOPs and an immediate-response EMOP for Haiti were launched in early September, allowing WFP to provide immediate assistance to an estimated 265,000 affected people. The EMOPs were followed by a three-month regional response plan. In Cuba, WFP provided food assistance from pre-positioned stocks to more than 635,000 affected people.

128. Elsewhere, WFP reached the areas most severely affected by drought in Somalia and provided a mix of in-kind food, vouchers and nutrition assistance. In Ethiopia and south Asia, emergency food and cash-based assistance and nutrition support helped populations affected by droughts and floods. In total, in 2017, WFP supported more than 9 million food-insecure people affected by climate-related disasters in coping with, absorbing and adapting to climate shocks and stresses. Complementary to these response measures, WFP used integrated risk management approaches such as the R4 Rural Resilience initiative and forecast-based financing instruments to support preparedness and early action immediately before an extreme weather event.

Progress in supporting emergency operations – innovations

129. WFP continues to leverage the outputs of the Innovation Accelerator in Munich, Germany in all of its work, including in emergencies. In 2017, the use of blockchain technology and drones – aircraft that can fly remotely with no pilot on-board – provided early signs of the increased efficiency and effectiveness provided by these new tools. The use of blockchain technology is discussed in greater detail in part V of this report, in the context of value for money.

130. WFP is taking early steps to harness the advantages of drones and artificial intelligence technologies to enhance its emergency response capabilities. It is already using drones to collect aerial imagery to inform humanitarian responses with greater accuracy and faster data collection. WFP is looking to partially automate the interpretation of collected images with artificial intelligence and machine learning techniques in order to reduce the time required to carry out analysis and help to provide emergency coordinators with better information more rapidly.

Progress in supporting emergency operations – nutrition

131. In April 2017, WFP became a permanent member of the global nutrition cluster, which is chaired by the United Nations Children's Fund (UNICEF). The two agencies held a global meeting in 2017 to establish an action plan for strengthening joint nutrition responses during emergencies, focusing primarily on community management of acute malnutrition (CMAM), nutrition assessments and management of information on nutrition, infant and young child feeding practices and nutrition-sensitive approaches.

132. To help ensure that nutrition remains a core component of its immediate humanitarian response, WFP has established a nutrition rapid response team to provide immediate surge capacity at the onset of a crisis. The team currently consists of three specialists in nutrition during emergencies who have been deployed to support humanitarian responses in Bangladesh, the Democratic Republic of the Congo and Yemen.

133. To ensure timely, efficient and effective nutrition activities in emergency responses in different settings, and the systematic inclusion of nutrition considerations in all emergency preparedness and response plans, a directive on minimum standards for nutrition in emergency preparedness and response was issued in December 2017. The directive seeks to operationalize the humanitarian principles of the WFP Nutrition Policy (2017–2021).[45] In addition, WFP launched a comprehensive toolbox for nutrition in emergencies, providing essential tools, resources and guidance to help staff design and implement nutrition programming in emergencies.

Innovative ways of ensuring access in protracted complex settings

134. In 2017 WFP employed a number of innovations for ensuring access in complex environments. With more than 93,000 people trapped in the besieged city of Deir Ezzor in the Syrian Arab Republic, the only way to reach people in need was through high-altitude airdrops. This operation, the first of its kind, began in 2016 and continued throughout 2017. In 141 flights in 2017, the operation delivered 2,935 mt of life-saving relief material, including food and non-food items for WFP, the International Committee of the Red Cross, UNICEF and the World Health Organization (WHO), bringing the total quantity airdropped since 2016 to 6,047 mt on 309 flights. For most of 2017, airdrops remained the lifeline for people trapped in Deir Ezzor. WFP discontinued the airdrops when road access was restored in September 2017.

135. WFP's Global Fleet Management Unit is tasked with the oversight of all 754 WFP trucks, of which the unit owns 288. Based on demand from country offices, the unit deploys its trucks from regional fleet hubs. These assets are essential in the most difficult environments where needs exceed the capacities of local transporters. In October 2017, the global fleet successfully deployed 52 trucks to the Democratic Republic of the Congo within one month of the start of the emergency response in Kasai, allowing WFP to reach people in dire need of food assistance in

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[45] WFP/EB.1/2017/4-C.

the face of a lack of commercial transport capacity and the lengthy turnaround times to reach each destination.

136. In 2017, the Global Fleet Management Unit identified an amphibious all-terrain vehicle, the "Sherp", and is in the process of procuring this special vehicle for its fleet. The Sherp can be requested by country offices to support operations in the most challenging conditions, including during rainy seasons. It boasts outstanding off-road performance and can easily be driven on sandy and muddy terrain, floated through swamps and rivers, and used to cross 1 m-high obstacles at inclinations of up to 45 degrees. The vehicle can carry up to 1 mt of cargo and tow an additional 1 mt, and serves as a suitable, cheap solution for the delivery of small cargoes, replacing helicopters in countries with poor infrastructure and in emergencies during rainy seasons and floods. Deployment of the Sherp for the last stages of transportation will enable country offices to reduce their reliance on expensive airdrops and airlifts for humanitarian assistance, and is expected to result in significant savings. The global fleet has procured six vehicles as a start, with five to be deployed to Bangladesh and one to South Sudan.

Focus on staff deployment and support to operations

137. Strengthened emergency response remained a core focus for WFP, and the use of emergency response rosters continued to grow in 2017. Globally, more than 420 staff members were deployed to Level 3 emergencies in Bangladesh, the Caribbean, the Democratic Republic of the Congo, Iraq, Nigeria, South Sudan and Yemen.

Scale up and enhancement of retail supply chains

138. As well as emergency relief, WFP also engaged in activities to increase access to food in 2017. The world's most vulnerable people spend more than two-thirds of their incomes in markets and 50 percent on food alone. In 2017, WFP made efforts to enhance retail supply chains, with the vision of reducing shelf prices by 10 percent and helping to lift 800 million people out of poverty.

139. WFP's supply chain retail team aims to improve the availability, accessibility and affordability of nutritious food by promoting greater efficiency, resilience and sustainability in the retail sector. In doing so, WFP examines customers' needs and preferences and analyses the "upstream" levels of retail supply chains in order to identify inefficiencies and opportunities for optimization. WFP's interventions can include the introduction of new contracting tools, guidance for better inventory management and training in storage, business practices and food handling.

140. WFP piloted its approach to engaging in the retail sector in Iraq, Jordan, Kenya and Lebanon in 2015. In 2017, by working with retailers involved in the pilot, WFP delivered USD 21 million in additional purchasing power, and reduced shelf prices by an average of 10 percent for 4 million beneficiaries and retail customers. In 2018, WFP's work with retail supply chains will expand to Bangladesh, Egypt, Rwanda, South Sudan, the Syrian Arab Republic, Uganda and Yemen.

Early warning and preparedness

141. Continuing the initial work carried out in 2016 on conceptualizing an integrated early warning system for the corporate level, WFP established the corporate alert system in 2017. The system serves two objectives: to ensure that deteriorating trends are noticed early at the corporate level; and to facilitate timely readiness actions that are tailored to the needs of regional bureaux and country offices.

142. Among the risks prioritized by the corporate alert system in 2017, the crisis in the Kasai region of the Democratic Republic of the Congo triggered several early actions in country and in neighbouring Angola. Increased corporate attention and operational surge culminated in the declaration of a Level 3 emergency in October. In July 2017, discussion of the situation in Libya as part of the corporate alert system's cycle helped to catalyse attention and resources and supported WFP's re-entry plan. Following discussions of the situation in Burkina Faso and Mali, a preparedness gap assessment and support missions were planned to identify areas at high risk

and requiring immediate attention. An immediate-response preparedness and response enhancement programme was launched to fund recommended readiness actions.

143. The methodology for assessing the operational readiness of country offices was refined on the basis of WFP and external indicators. The mainstreaming of gender was strengthened with, for example, the inclusion of gender considerations in all risk assessments. Protection concerns were highlighted in the crises in the Kasai region of the Democratic Republic of the Congo and northeast Nigeria.

144. WFP continues to work closely with the Inter-Agency Standing Committee (IASC), acting as the co-chair of the reference group on risk, early warning and preparedness and taking the lead in the IASC working group on early warning. Biannual early warning, early action and readiness reports were published in May and November. The group carrying out the analysis highlighted the most serious risks, for which a significant increase in the humanitarian caseload was projected over the following six months and additional preparedness actions were recommended. The Emergency Directors Group of the IASC discussed the flagged risks during its "horizon-scanning" meetings and recommended follow-up actions, such as engagement with donors, and Emergency Directors Group missions. Early warning, early action and readiness reports have become increasingly influential and are now used as an entry point for discussions with development and peacebuilding actors. They have also been shared with the Development Operations Coordination Office and core departments of the United Nations Secretariat.

145. An updated version of WFP's Emergency Preparedness and Response Package (EPRP) was introduced in May 2017.[46] Changes include additions such as CBTs, preparedness guidance for the clusters led by WFP and additional guidance on risk analysis. The package is associated with programmes for enhancing immediate-response preparedness and response activities and supports countries identified by the corporate alert system.

Box 3: Business continuity

Through close collaboration among various divisions in headquarters, rollout of WFP's global headquarters business continuity plan was completed, with the first year of the business continuity maintenance and exercise regime and piloting of the first integrated business continuity plans, which integrate country offices' plans at the regional bureau level and on to the headquarters level. WFP continued to provide support to implementation of the United Nations policy on the organizational resilience management system, including through collaboration with the other Rome-based agencies and participation in the global inter-agency working group on the organizational resilience management system. Support was also provided to WFP's crisis management team, which is chaired by the Deputy Executive Director.

Other major achievements included training and exercises to help ensure that critical processes at headquarters, such as payroll, programming, accounts payable, treasury, vendor management and human resources, can be devolved to other locations if needed; ensuring that business continuity solutions keep pace with changes in WFP's ways of working, including in areas affected by introduction of the IRM framework; and coordinating production of the Regional Bureau in Dakar's business continuity plans by integrating those of two pilot countries – Liberia and Sierra Leone.

Strategic Objective 2: Improve nutrition

Nutrition

146. In 2017, WFP reaffirmed its leadership in the Scaling Up Nutrition (SUN) movement with the appointment of WFP's Executive Director to the SUN lead group and the SUN business network advisory group, and the appointment of WFP's Director of Nutrition to the SUN executive

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[46] Available at: https://opweb.wfp.org/pages/?PageID=228

committee and the steering committee of the United Nations Network for SUN. WFP has also been increasing its engagement at the country level as the host of the United Nations Network for SUN and a co-convenor of the SUN business network, chairing more than one-third of country-level branches of the United Nations Network for SUN and nearly half of those of the SUN business network.

147. WFP became a permanent member of the strategic advisory group of the global nutrition cluster in March 2017 and remains the co-chair of the inter-cluster nutrition working group, which facilitates multi-sectoral partnerships on nutrition and helps bridge the humanitarian–development divide. In May 2017, WFP became a member of the executive team for the No Wasted Lives Coalition, which seeks to accelerate global action to address acute malnutrition.

148. As a committed member of the steering committee of the Initiative for Food and Nutrition Security in Africa, in 2017 WFP attended the first committee meeting for planning the medium- and long-term direction of the initiative, which aims to establish a framework for collaboration with African governments in order to accelerate implementation of food and nutrition security policies. Since the launch of the initiative in August 2016 at the Sixth Tokyo International Conference on African Development, held in Nairobi, ten pilot countries have been identified – Burkina Faso, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mozambique, Nigeria, Senegal and the Sudan.

149. As one of the 11 cosponsoring organizations of the Joint United Nations Programme on HIV/AIDS (UNAIDS), and under the UNAIDS division of labour, WFP is the convening agency for ensuring that food and nutrition support is integrated into national programmes for people living with HIV. WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) are co-convenors of the inter-agency task team on HIV response in humanitarian emergencies, ensuring that the special needs of people living with HIV are considered in emergency responses.

150. WFP continues to support the development and implementation of multi-stakeholder strategies through platforms such as the United Nations System Standing Committee on Nutrition, the Committee on World Food Security and the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases.

151. In its bilateral partnerships, WFP is enhancing its long-standing partnership with UNICEF in order to better serve operations in the field. In October 2017, the global and regional nutrition teams of WFP and UNICEF met to establish an action plan for strengthening joint nutrition responses during emergencies. The first of its kind since the UNICEF/WFP memorandum of understanding (MOU) was signed in 2011, the meeting was a significant milestone and a first step in strengthening the partnership.

Progress towards improved diets: availability, access and demand for safe and nutritious foods

152. Malnutrition presents an enormous and increasingly complex challenge worldwide, and WFP is increasing its focus on nutrition activities in order to respond more effectively. In direct support of the achievement of Strategic Objective 2 on improving nutrition, the Nutrition Policy (2017–2021) lays the groundwork for both expanding and strengthening WFP's contribution to ending all forms of malnutrition.

153. As a core strategy for improving nutrition, WFP is carrying out more advanced nutrition situation analysis. The Fill the Nutrient Gap tool has been rolled out to 13 countries, with plans for rollout to another ten in 2018. Drawing on a range of data related to markets, local dietary practices and malnutrition, the tool uses innovative analysis to identify gaps in adequate nutrient intake. Fill the Nutrient Gap analysis is a multi-stakeholder process that offers potential entry points for nutrition-related interventions, contributing to the development of national policy and facilitating WFP's role as a provider of technical assistance. In countries including El Salvador and Madagascar, the tool has been used in the design of national nutrition and social protection policies.

154. As part of a renewed emphasis on food fortification, WFP is increasing its technical and policy support to help governments fortify staple crops and reduce micronutrient deficiencies. In 2017, as a leader in scaling up food fortification worldwide, WFP brought together global experts and local stakeholders at workshops in Argentina and Senegal in order to establish pathways towards scaling up rice fortification in Latin America and West Africa. Throughout the year, WFP helped countries including Bangladesh and India to integrate the use of fortified rice into large-scale social protection systems and helped improve standards for wheat flour fortification in countries including Pakistan.

155. WFP is also expanding non-food-based solutions for reducing malnutrition. A review of CSPs found that more than 90 percent of country offices are implementing social and behaviour change communication, a strategy that uses communications-based approaches to positively influence individuals' behaviour. WFP has released new guidance and learning tools to guide the development of effective social and behaviour change communication activities that can be used in a range of programme types.

156. Social and behaviour change communication is being more fully integrated into CMAM as part of a wider effort to strengthen WFP's toolbox for improved CMAM programming. Social and behaviour change communication related to breastfeeding, complementary feeding and community sensitization can improve child recovery, reduce relapses and increase programme coverage. WFP is also focusing on establishing clearer global standards for the treatment and prevention of acute malnutrition and on making better use of IT solutions. Related to WFP's SCOPE, a new tool – SCOPE CODA – will replace traditional paper registries with beneficiary smartcards and electronic databases. The move to digitize CMAM information systems is expected to reduce default rates, improve referral mechanisms and increase performance in nutrition programmes. SCOPE CODA is being piloted in South Sudan and Uganda.

157. New investments in IT and mobile data collection are allowing faster nutrition monitoring and communication, particularly in hard-to-reach areas. Dietary data on women, girls and boys are being collected via live phone operators and short message service (SMS) messaging on a pilot basis in countries that include Afghanistan, the Democratic Republic of the Congo, Malawi, Mozambique, the Niger, Nigeria and Zimbabwe. WFP is also piloting the use of mobile SMS to deliver nutrition messages to beneficiaries in countries that include Pakistan.

158. In order to increase the nutrition sensitivity of all its programming, WFP has partnered with organizations including the International Food Policy Research Institute (IFPRI) to develop programme design options that maximize nutrition impacts. This work involves measures such as incorporating deworming activities into school meal programmes or nutrition education into food transfer activities. WFP's first nutrition-sensitive programming guidance was released in 2017, offering practical recommendations on activities such as initiatives for smallholder farmers, CBTs, asset creation and livelihoods, school meals and social protection and safety nets. New corporate indicators such as minimum dietary diversity for women have been adopted in WFP's CRF in order to monitor nutrition outcomes from nutrition-sensitive programming.

159. In support of this work, WFP is implementing a comprehensive operations research strategy for nutrition to build evidence, fill knowledge gaps and inform the design and implementation of nutrition programmes and policies. The strategy identifies priority topics, including the impact of CBTs on nutrition; improving the effectiveness of CMAM; the targeting and design of programmes for adolescent girls; and advancing technology for scaling up fortification programming. To date, WFP has conducted successfully nutrition research in more than 35 countries, working in partnership with major research institutions such as IFPRI and Johns Hopkins University and non-governmental organizations (NGOs) such as Action Against Hunger.

Strategic Objective 3: Achieve food security

Support for smallholder farmers

160. Since 2008, Purchase for Progress (P4P), WFP's flagship smallholder support programme, has supported more than 1.5 million smallholders in more than 40 countries in implementing the P4P approach. A guidance manual on market support for smallholders was released in 2017, aiming to strengthen not only WFP's efforts but also those of host governments seeking to link smallholders to public demand for food for institutional programmes such as school meals, hospitals and food reserves. WFP also continued to leverage partnerships established under P4P to support innovations in pro-smallholder procurement and programming, drawing on technological advancements in order to reduce the distance between farmers and buyers. In 2017, the P4P-inspired Virtual Farmers Market software application enabled about 1,200 smallholders in Zambia to sell 150 mt of crops for USD 50,000.

161. In 2017, WFP implemented asset creation activities in more than 40 countries, improving the food security of vulnerable households and communities by protecting and restoring livelihoods, supporting safety nets, reducing risks and strengthening the resilience of people and communities to shocks and stressors while also developing capacities at the national and local levels. For example, in Tajikistan, the Assets Impact Monitoring from Space system measured a 390 percent increase in new cropping areas along irrigation canals that were rehabilitated through asset creation activities.

162. Using home-grown commodities for school meal programmes is a primary objective of many governments around the world (not only in Africa), which wish to scale up and take ownership of their school meal programmes. WFP is leading a partnership with FAO, IFAD, the Global Child Nutrition Forum, the New Partnership for Africa's Development and the Partnership for Child Development to support governments in designing and scaling up home-grown school meal programmes. In 2017, WFP supported 46 countries in linking school meal programmes to local agricultural production.

163. In 2017, the R4 Rural Resilience initiative reached more than 57,000 farmers, benefiting approximately 300,000 people in five African countries with its integrated climate risk management approach.

164. The Farm to Market Alliance has facilitated access to markets for more than 136,000 farmers associated in 359 farmer organizations and through crop aggregators since late 2015, and continues to provide a wide array of services for farmers in its four countries of operation – Rwanda, the United Republic of Tanzania, Zambia and, most recently, Kenya. Approximately half of the participating farmers are women. Early evidence indicates that an annual investment of USD 80 per farmer over the first two years results in an average increase of 83 percent in farmers' incomes and an average yield increase of 32 percent.[47]

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[47] In Rwanda and the United Republic of Tanzania. Data extrapolated from a household survey covering the 2015/16 season and a farmer feedback survey carried out in May 2017 in Rwanda.

Box 4: Farm to Market Alliance (FtMA)[a]

WFP is a founding member of the FtMA, a consortium of eight leading agribusinesses and institutions that aims to help smallholder farmers unlock new opportunities and move from subsistence to commercial farming. Leveraging lessons, partnerships and pro-smallholder operations developed through P4P activities, the FtMA follows a comprehensive value chain approach with four strategic pathways. It seeks to provide farmers with access to predictable markets, affordable finance, quality farming inputs and effective post-harvest and other agricultural technologies. The FtMA is committed to empowering 1.5 million farmers by 2022, sustainably connecting each farmer to commercially viable markets.

The FtMA facilitates contracts in which buyers commit to engaging with farmers for several seasons, enabling the farmers to gain access to education, finance, inputs, equipment and technical expertise. The FtMA currently engages with 45 local private value chain actors, including buyers, input companies and providers of financial services and insurance. Since 2015, more than USD 12 million has been generated in crop sales, and input and output loans for a total value of USD 5 million have been approved. Farmers have reported improved quality of production, reduction of post-harvest food losses and increased household income.

The FtMA focuses on developing tools and services designed to educate, equip and empower all stakeholders in overcoming the major systemic problems in each agricultural value chain. It leverages technological innovations such as digital tools to foster aggregation, marketing and education activities. To improve farmers' resilience, crop loss insurance linked to input finance will be mainstreamed in all FtMA countries.

[a] The FtMA was previously known as the "Patient Procurement Platform".

Strategic Objective 4: Support SDG implementation

Working with national governments

165. Almost all the CSPs developed to date involve WFP in engaging increasingly in capacity strengthening efforts to support national food security and nutrition systems and services. WFP country offices are therefore investing in the capacity assessment process, which is recognized as a critical precursor to designing appropriate, demand-driven capacity strengthening interventions. The evolving WFP approach to assessing assets and gaps in capacity in a given context encourages greater and more timely engagement with other development partners, ranging from United Nations entities to civil society and the private sector, and supports the design of longer-term, holistic capacity building efforts that strengthen systems.

166. With adoption of its strategic plan for 2017–2021, WFP embraced a "whole of society approach" to the achievement of zero hunger. The approach involves governments, national and provincial disaster management agencies, national NGOs, the Red Cross, the private sector and other institutions. Strengthening the capabilities of local actors contributes to the achievement of WFP's Strategic Objectives through nurturing sustainable development at the country level, particularly in the form of progress towards SDG 2 on ending hunger and SDG 17 on partnering to achieve the SDGs, and augmenting local preparedness, response and resilience.

167. Country offices implementing the first wave of CSPs, such as in the Lao People's Democratic Republic, followed the whole of society approach in inclusive consultations throughout the zero hunger strategic review process. One of the recommendations deriving from the Lao People's Democratic Republic strategic review was to invest in building the capacities of local civil society in order to enable local NGOs to play a more significant role in providing hunger solutions. This recommendation was incorporated directly into the CSP approved by the Board in February 2017.

168. In 2017, WFP launched a capacity strengthening initiative with the International Federation of Red Cross and Red Crescent Societies (IFRC) through which WFP and IFRC are jointly investing in national Red Cross and Red Crescent societies. This collaborative effort aims to demonstrate how WFP and IFRC can join forces to build robust, sustainable national societies capable of delivering on their mandates and contributing to enhanced local food security capacity. The initiative is being piloted in Burundi, the Dominican Republic, Pakistan and the Sudan.

169. At the end of 2017, WFP released guidance on capacity strengthening of civil society. Intended to inform country offices' work with local partners, the guidance promotes a "beyond business as usual" approach that is less transactional, more collaborative, longer term and more focused on enhancing sustainable national solutions for achieving zero hunger than previous approaches. It is based on early lessons of the joint WFP/IFRC capacity strengthening initiative and WFP's commitments to increasing the localization of response.

170. The 2016–2017 synthesis report on operation evaluations found that WFP's specialized capabilities and technical assets were increasingly deployed to improve the results of country-led actions. Supplying evidence, transferring knowledge and experimenting with innovation have positioned WFP as a partner of choice for many governments. Increasingly, WFP works "upstream", engaging in national-level policy and capacity reforms and using evidence-based advocacy for change.

Support to host governments

171. Work with partner governments has enhanced WFP's access to funding streams and national resources to support activities that are aligned with national priorities, through for example engaging with climate finance instruments such as the Green Climate Fund and the Adaptation Fund. Building on its past efforts and ongoing initiatives, WFP is systematically re-engaging with the leaders of international and regional financial institutions. In 2017, promoting a culture of partnership formed part of WFP's strategy for engagement with institutions such as the World Bank, the Asian Development Bank and the African Development Bank, which also have the potential to serve as donors by funding contributions from host governments, particularly in fragile contexts. In 2017, WFP registered a range of host government contributions in the form of technical capability enhancement or allocations of resources to support WFP programmes. Financial mechanisms such as debt swaps and twinning also provided vehicles for host government support.

Strategic Objective 5: Partner for SDG results

United Nations system-wide coordination

172. In 2017, WFP and its United Nations partners made significant progress in system-wide collaboration and coordination, including through the resolution on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.[48] The formulation of WFP's strategic plan and other elements of the IRM was guided by consultations on the resolution, ensuring WFP's alignment with the 2030 Agenda and other major intergovernmental agreements. WFP also collaborated closely with United Nations partners through the United Nations Development Group, informing the Secretary-General's follow-up action on the 2017–2020 QCPR with a view to repositioning the United Nations development system to deliver effectively on the 2030 Agenda.

173. The year 2017 also marked a new era for collaboration among the Rome-based agencies. The Director-General of FAO, the President of IFAD and the Executive Director of WFP are fully committed to finding new and innovative ways of working together to help countries achieve the SDGs. The principals of the Rome-based agencies have agreed to promote and explore geographic and thematic areas in which collaboration can be advanced at the country, regional and/or global levels to support national governments in their efforts to end hunger. A revised global MOU between FAO and WFP was signed in March 2017, and a global tripartite MOU is

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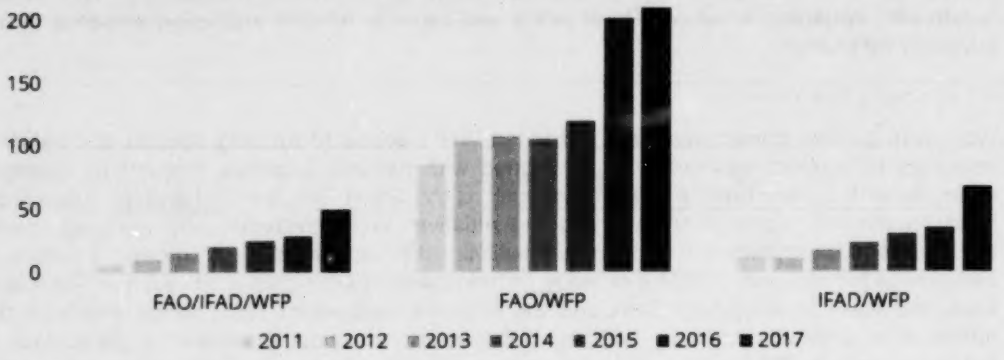
[48] United Nations General Assembly resolution 71/243 of 21 December 2016.

being finalized. During 2017, the principals started travelling together to witness interventions first-hand and stimulate inter-agency collaboration. The first informal joint meeting of the governing bodies of the Rome-based agencies took place in September 2017, and the first joint progress report on collaboration was presented to the three governing bodies at their respective meetings in late 2017; previously only WFP's perspective on collaboration had been submitted to the WFP Board. Information on Rome-based agency collaboration can also be found on the joint website launched in December 2017.

174. The significant achievements made in Rome-based agency collaboration continue the steady progress made in recent years. In 2016, the three agencies collaborated at the country level on 29 projects in 22 countries, an 11 percent increase from 26 projects in 21 countries in 2015; bilateral collaboration with FAO increased by 68 percent and with IFAD by 16 percent, compared with 2015. Figure 11 shows the trends in trilateral and bilateral projects.

Figure 11: **RBA collaboration (number of projects)**



175. The Rome-based agencies collaborate in a wide range of thematic areas and working groups, combining knowledge and providing added value to initiatives based on the SDGs. Areas of collaboration include climate change, data and statistics, emergency response, food losses and waste, gender equality, nutrition, support to smallholder farmers, resilience, social protection and South–South cooperation.

176. WFP also continued its work on harmonizing and simplifying partnership tools and processes with UNHCR and UNICEF, responding to commitments made at the World Humanitarian Summit and to advocacy from the NGO community. The main product of these efforts, the United Nations Partner Portal, will be rolled out globally during 2018.

177. In collaboration with UNICEF, WFP is leading two initiatives that aim to benefit the entire United Nations system: the United Nations Innovation Network connects innovators from United Nations agencies, enabling them to build on each other's experiences and collaborate; and the United Nations Data Innovation Network promotes greater use of data and evidence to drive decision making and programme design. Workshops and meetings organized by the initiatives have involved more than 30 United Nations agencies. In September 2017, the High-level Committee on Management officially endorsed a proposal for mainstreaming the work of the United Nations Data Innovation Network, an effort that WFP will continue to lead.

Overview of major achievements in NGO and United Nations partnerships

178. Most WFP activities continue to be implemented by NGO cooperating partners and Red Cross and Red Crescent societies. Robust, performance-based partnerships with these entities are essential for WFP to deliver programmes that provide critical access to food while building resilience, thus achieving WFP's Strategic Objectives.

179. The year 2017 saw further developments in the management of NGO partnerships, with the finalization of new corporate guidance on managing such partnerships as a central tool for the IRM rollout. The guidance addresses agreed actions from the 2016 audit of NGO partnerships and equips country offices to realize the full value and impact of strategic partnerships with civil society actors while helping to manage gaps in country offices' partnership management.

180. Major achievements with the main NGO partners include collaboration with and attendance at the high-level annual partnership consultation hosted by the Executive Director. An advisory group of NGO partners was formed to develop the agenda with WFP and ensure full participation in the consultation process, on panels and in discussions.

Shared services and platforms

181. In addition to providing food assistance, WFP made significant contributions to emergency responses through its provision of common services and its role in the logistics, emergency telecommunications and nutrition clusters.

182. WFP's Supply Chain Division provides mandated services to partners in emergency responses and services and solutions for all partners supporting the achievement of the SDGs, and explores possibilities for providing new supply chain services. In 2017, WFP provided substantial support to the humanitarian community through the logistics cluster, UNHRD and the United Nations Humanitarian Air Service (UNHAS), while also expanding bilateral logistics services to support partners in specialized health supply chains.

183. The logistics cluster led by WFP brings together organizations responding to humanitarian emergencies. At the global level, the cluster provides strategic guidance to broaden knowledge and improve decision-making in humanitarian logistics. It also works with local and national governments on preparedness and contingency planning throughout the humanitarian system. In 2017, the cluster supported 512 NGOs, United Nations organizations and government and other agencies, coordinated 94 inter-agency humanitarian convoys, facilitated the delivery of 68,315 mt of relief supplies, supported the distribution of more than 1.3 million litres of fuel in the Democratic Republic of the Congo, the Syrian Arab Republic and Yemen, facilitated storage of 286,100 m^3 of humanitarian cargo and trained more than 1,400 people working at the global and field levels in order to improve the capacity of humanitarian organizations to respond to emergencies.

184. In 2017, WFP also provided bilateral logistics services to 82 partners across 28 countries for a total value of USD 16 million. It handled more than 55,000 mt of commodities and provided a range of logistics services and support, including transport, storage, fleet and workshop services, fuel, engineering, training and customs clearance support. To further streamline and improve the quality of services provided to partners, the Logistics and Field Support Unit created a customer service front office that is designed to be a "one stop shop" for all partners seeking or already utilizing WFP logistics services.

185. In 2017, the global Supply Optimization through Logistics, Visibility and Evolution (SOLVE) initiative was created to strengthen health supply chains in 16 countries in Africa and Asia over the period 2017–2020. The project leverages the expertise of teams from numerous organizations, including WFP, the Bill & Melinda Gates Foundation and the Global Fund, to increase the performance of health supply chains and accelerate progress towards the goals of Family Planning 2020[49] and the 2030 Agenda. As an enabling partner, WFP brings its in-country and global supply chain expertise, with more than 3,500 supply chain staff located in countries where chronic inefficiencies in health supply chains affect availability at the point of need. The project is funded by USD 18 million from the Bill & Melinda Gates Foundation, which may be increased to USD 60 million.

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[49] Family Planning 2020 is a global partnership that supports the rights of women and girls to decide for themselves whether and when to have children.

186. In addition to the SOLVE project, in 2017, WFP expanded its role in health supply chains in support of the United Nations Development Programme (UNDP), WHO and the ministries of health of Chad, the Democratic Republic of the Congo, Guinea-Bissau, Yemen, Zambia and Zimbabwe. Services provided to these partners included transport, storage, distribution and engineering. In Yemen, building on experience acquired during the Ebola response in West Africa, WFP and WHO signed an agreement to implement the emergency crisis cholera response. With a budget of USD 15.4 million, this project aims to mitigate the cholera epidemic in Yemen and focuses on activities such as establishing diarrhoea treatment centres, rehabilitating therapeutic feeding centres, building temperature-controlled warehouses in Aden, expanding logistics services to cover items not related to cholera control, mobilizing motorcycles for rapid response teams and providing fuel to 130 ministry of health hospitals around the country. By the end of 2017, a total of 16 diarrhoea treatment centres and 8 emergency operation centres had been completed, and other work continues.

187. In 2017, the UNHRD network managed by WFP continued to provide core services to the humanitarian community. The network sent emergency relief items and support equipment to 95 countries for 36 partner organizations. The total value of cargo moved was USD 45 million, with related services valued at USD 33.3 million, a 32 percent increase on 2016. Through 575 shipments totalling 7,200 mt/38,000 m^3, UNHRD supported the relief efforts of partners in some of the world's worst humanitarian disasters, including those in Nigeria, Somalia, South Sudan and the Syrian Arab Republic. WFP sent more than USD 1 million worth of relief items and equipment to Bangladesh, supporting partners such as the International Organization for Migration (IOM), Irish Aid and Solidarités International, and delivered life-saving shelter and medical supplies on behalf of the Italian Government after earthquakes in Iraq, the Islamic Republic of Iran and Mexico.

188. UNHRD provided 76 deliveries (worth USD 4.6 million) of medicines and medical supplies for WHO. It worked in close collaboration with WHO in Yemen, where its teams built cholera treatment centres to support joint response to the cholera outbreak. In the aftermath of Hurricane Irma, UNHRD sent items such as tarpaulins, kitchen equipment, shelter items and boats to support the responses of WFP, the Adventist Development and Relief Agency, Care International, Catholic Relief Services, UNICEF, WHO and the Government of Panama.

189. Working with the private sector and academia, the UNHRD Lab has developed a temperature-controlled unit that provides large-scale storage for items such as specialized nutritious foods that require temperatures of less than 25°C. The first unit was piloted in Somalia, and five additional units were subsequently installed for United Nations agencies operating in the country. Working closely with the rapid response team, the Lab also designed and developed the "first flight kit", which provides self-contained accommodation and office space for first responders.

190. In 2017, the activities of WFP's Aviation Service covered 27 countries and the Caribbean islands, providing capacity for airdrops, airlifts and airfreight while maintaining 14 active passenger and light cargo operations through UNHAS. Approximately 750 organizations and 327,934 passengers used UNHAS in 2017, with NGOs accounting for 56 percent of service utilization.

191. Through enhanced market intelligence, the Aviation Service saved approximately USD 4.1 million from long-term aircraft contracts during 2017. In addition, the aircraft contract agreement was revised to enable the service to offer longer-term contracts and improve economies of scale.

Box 5: UNHAS in the Democratic Republic of the Congo and the Caribbean

In the Kasai region of the Democratic Republic of the Congo, through UNHAS, WFP enabled sustained deployment of aid workers and rapid distribution of relief supplies to support the response to the 2017 outbreak of Ebola coupled with the subsequent escalation of violence and insecurity. The air service's scheduled coverage was expanded from two to eight destinations. Two dedicated aircraft were stationed in Kananga to enhance speedy access, particularly to hitherto inaccessible locations. By the fourth quarter of the year, passenger and cargo movements to the region had increased threefold, with an average of 950 passengers and 8 mt of cargo transported per month.

In September 2017, Hurricane Irma, a category 5 storm, caused catastrophic damage to many Caribbean islands. UNHAS deployed a helicopter within 24 hours and two additional aircraft within a few days to provide the humanitarian community with air services to Antigua and Barbuda, the Dominican Republic and other islands in the region. By the end of the emergency response, UNHAS had transported 476 people and 191 mt of cargo.

192. In 2017, WFP's Logistics and Field Support Unit engaged governments and partners from 16 countries through standby agreements, deployment and training in order to facilitate responses to sudden-onset and protracted emergencies.

IT support through the emergency telecommunications cluster

193. Under the global leadership of WFP, the emergency telecommunications cluster responded to ten emergencies in Bangladesh, the Central African Republic, the Democratic Republic of the Congo, Haiti, Iraq, Madagascar, Nigeria, the Syrian Arab Republic, Yemen and the Caribbean region. WFP provided the humanitarian community with access to vital IT solutions that included connectivity services for humanitarian organizations and affected communities, coordination of information and communications technology systems on the ground and deployment of reliable security telecommunications equipment.

194. WFP expanded the preparedness activities of the emergency telecommunications cluster in order to strengthen local capacity in emergency response. The emergency telecommunications and the logistics clusters took part in the first joint regional workshop on preparedness, which gathered 100 stakeholders from the Pacific region and focused on localizing and adapting regional initiatives to the country level. In addition to "Let's Net" and "Let's Comm Digital" training, WFP also conducted the first joint training exercise of the two clusters through the OpEx Bravo exercise held in Stuttgart, Germany, which gathered 212 humanitarian logistics and telecommunications specialists from more than 37 humanitarian organizations.

195. WFP also supported the emergency telecommunications cluster's work towards achievement of its strategy goals for 2020 through the services for communities initiative, which provided connectivity to affected communities in Dominica following Hurricanes Irma and Maria. In Cox's Bazar, Bangladesh, the initiative developed and piloted a new mobile application, ETC CONNECT, which helps community mobilizers systematically record and respond to interactions during face-to-face sessions with people in affected communities.

196. WFP renewed its core partnership with the Government of Luxembourg and continued its digital transformation by signing a data sharing agreement with Facebook. The partnership will enable WFP and the emergency telecommunications cluster to leverage Facebook data to support emergency preparedness and response activities. Through the cluster, WFP also took the lead in assessing the future of security telecommunications in emergency response.

197. WFP continued to support the digitization of beneficiary registration and CBT management in SCOPE, helping to increase its operational capacity to register beneficiaries and distribute aid in a cost-effective manner. For example, a team of 70 staff members were trained and successfully registered 100,000 people in less than two months in Cox's Bazar. Over the course of 2017, WFP led the biometric registration of more than 380,000 beneficiaries of WFP and partners' programmes in 12 countries.

Cross-cutting commitments and ethics

198. This section describes highlights of the progress made in 2017 in cross-cutting areas and other areas that are not related to a particular Strategic Objective.

Gender

199. Understanding and addressing the interlinkages between gender equality and food security was key to successful implementation of the IRM in its first year. The integration of gender considerations into CSPs, ICSPs and T-ICSPs was supported by comprehensive guidance, technical advice and workshops, while gender equality activities and associated indicators and monitoring processes were identified for incorporation into the CRF. Gender-responsive budgeting was also advanced in accordance with the need to relate resources to results.

200. Further measures underpinning action on gender equality for a world of zero hunger included engagement of 17 country offices in the gender transformation programme; successful piloting of the gender and age marker for the humanitarian community and adaptation of the marker for WFP operations; launch of the WFP gender toolkit and gender learning channel; and establishment of partnerships for strategic and innovative collaboration with United Nations entities, civil society, the private sector and government.

201. WFP remained at the forefront of United Nations initiatives, including by contributing substantively to the refinement of the United Nations system-wide accountability framework for gender equality and women's empowerment and instigating strengthened processes for tackling sexual harassment and abuse of power.

Accountability to affected populations

202. WFP's efforts to enhance its accountability to affected populations continued to show positive results in 2017. Progress was made in the adoption of accountability mechanisms, with 80 percent of country offices implementing complaints and feedback mechanisms. This represents an increase of 9 percent from 2016.

203. WFP launched its technical guidance on accountability to affected populations in January 2017. The guidance provides an overview of accountability in the context of WFP's operations and aims to guide staff and partners in improving programme design and implementation to better reflect the needs of affected communities. Capacity strengthening efforts supported rollout of the guidance, with training held in three regions. WFP also collaborated with partners in the global food security cluster to foster the inclusion of accountability to affected populations in training for cluster coordinators.

204. WFP's corporate reporting system was also strengthened to better capture accountability to affected populations through the updating and expansion of performance indicators. Indicators capture performance in information provision, consultations, and complaints and feedback mechanisms, which are the three mechanisms through which WFP seeks to ensure its accountability to affected people.

205. Regional humanitarian advisers, who provide expertise on interlinked humanitarian issues, including protection, accountability to affected populations, conflict sensitivity and principled access, were appointed in the two regions – Latin America and the Caribbean, and Southern Africa – that did not already have such advisers. This function has proved crucial in enhancing support to country offices.

Protection

206. As WFP embarked on the implementation of its new strategic plan, the integration of protection considerations into its programmes remained a core commitment. The strategic plan acknowledges the interlinkages between hunger and risks to people's fundamental human rights, and the potential for food assistance to serve as a tool for supporting people's safety and maintaining their dignity. The number of new and continuing hunger crises related to severe risks to the protection of civilian populations underscored the importance of integrating protection considerations into food assistance.

207. The integration of protection into WFP's programmes was promoted through a combination of capacity building efforts and strengthened internal monitoring systems. The appointment of regional humanitarian advisers was key to ensuring that all regions have dedicated expertise on protection. Guidance on the prevention and mitigation of gender-based violence in WFP's operations and a guide to personal data protection and privacy were launched at the beginning of 2017 and rolled out through regional training sessions. At the corporate level, WFP strengthened its reporting system to better capture protection issues by updating the corporate performance indicator for protection.

208. WFP also strengthened its efforts to ensure that persons with disabilities are included in its programmes. In 2017, WFP partnered with Handicap International to strengthen the collection of data on food-insecure persons with disabilities by testing – in Jordan and the Philippines – the use of a series of questions intended to identify persons with disabilities. The outcomes of this test will inform how data on inclusion of persons with disabilities are collected and reported on in WFP's operations.

Environment

209. Significant progress has been made in rolling out the Environmental Policy approved in February 2017.[50] The following tools for implementing the policy are currently at different stages of development.[51]

210. Environmental standards lay out essential protection measures and minimum expectations for ensuring that activities do not have irremediable impacts on the environment and that they comply with internationally recognized good practice. Standards relating to conservation of biodiversity and ecosystems, sustainable management and efficient use of natural resources, prevention and management of pollution, mitigation of and adaptation to climate change, and environmental considerations in emergencies and early recovery will apply to programme activities and in-house operations and support activities. Screening to identify environmental risks and integration of environmental factors into standard operating procedures will ensure that the standards are adhered to.

211. Environmental management system: An environmental management system is a structured framework that allows an organization to assess, prioritize, systematically manage and transparently report its environmental impacts, such as those pertaining to energy and water use, waste management, greenhouse gas emissions. It seeks to embed environmental good practices throughout an organization, along with a culture of continual improvement. WFP is one of four United Nations agencies piloting an environmental management system according to the

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[50] WFP/EB.1/2017/4-B/Rev.1*.

[51] A third tool, environmental risk screening and classification, and developments in other areas are discussed in part IV.

principles of the International Organization for Standardization standard ISO 14001.[52] The system is focused on WFP operations in Kenya and its scope covers facilities and equipment, procurement, travel, logistics and IT management. A management steering committee and working group have been established and an environmental action plan has been developed, which focuses on the activities that pose the most significant environmental risks. Work on an environmental management system for WFP's headquarters in Rome will start in the second half of 2018.

Ethics and standards of conduct

212. As a member of the United Nations system, WFP respects fundamental human rights, dignity and equality. As the world's largest humanitarian organization, WFP has remained steadfast to the humanitarian principles of humanity, impartiality, neutrality and operational independence. As a public international civil service organization, it is essential that staff's behaviour reflect this integrity, independence, impartiality, neutrality, incorruptibility and competence.

213. Maintaining WFP's commitment to ethics and the highest standards of conduct continued to be emphasized throughout 2017; acting with integrity continued to be expected of all WFP employees, regardless of contract type or level, and of the third parties with which WFP works. To enhance ethical decision-making and actions, the Ethics Office continued to provide advice and guidance to employees, as individuals, managers and representatives of WFP.

214. To facilitate ethical actions, the Ethics Office continued to conduct education and outreach, separately and in collaboration with other offices and divisions. Mandatory e-learning and a compulsory induction briefing for headquarters staff continued to be provided and accountability measures instituted. Several WFP-wide awareness initiatives were carried out to develop ethical consciousness and help ensure that ethical considerations underpin decisions and behaviour among WFP personnel and between them and the people they serve. The Ethics Office collaborated with other divisions on two guidance notes, one on child labour and another on prostitution, which are considered to be forms of exploitation and abuse. It also created materials on various ethical issues and conducted training of trainers sessions, including on combatting fraud and corruption, for respectful workplace advisors who act as "ethics ambassadors", and other staff members.

215. As an example of incorporating ethical considerations, WFP continued to integrate into its policies, practices and processes a standard methodology for vetting conflicts of interest, in addition to maintaining the mandatory United Nations-wide programme for annual conflict of interest and financial disclosure. The online gift registry introduced in 2017 is an example of a progressive practice.

216. Whistleblower protection was a prominent area of ethics work in the United Nations system in 2017. WFP's Ethics Office remained actively engaged with leadership and management on whistleblower protection and the ethical dimensions of United Nations reform, and on harmonization of shared values, principles and standards among United Nations organizations.

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[52] The other agencies in the initiative, which is supported by the United Nations Environment Programme and the Swedish International Development Cooperation Agency, are the Economic and Social Commission for Asia and the Pacific, MONUSCO and United Nations Headquarters in New York.

Part IV: Programme performance

This part IV of the APR provides an overview of programme performance in 2017, setting out how WFP made the best use of scarce resources to make progress towards zero hunger. For this year of transition from the project-based system to the Integrated Road Map, results have been aggregated at the corporate level in line with the Sustainable Development Goals and are presented by WFP Strategic Objective. In addition to programme performance indicators, performance in the following cross-cutting areas is analysed: gender equality, protection, accountability to affected populations and the environment.

As in past years, WFP engaged in trust fund projects outside regular operations. To give a more comprehensive picture of WFP's achievements, part IV concludes with an overview of results from some of the largest WFP trust fund projects implemented in 2017. The performance of operations funded by trust funds will be integrated into reporting on overall corporate programme performance over the next two years as countries move to the country strategic plan framework.

217. Part IV presents an assessment of WFP's programme performance in 2017, linking progress to the Sustainable Development Goals (SDGs). The analysis is based on monitoring data reported through the 2017 standard project reports and annual country reports (ACRs). These reports describe the performance of WFP projects and country strategic plans (CSPs) in each country; the results are then aggregated in the APR to assess performance for the whole organization.

218. An analysis of outcome indicators shows that in 2017, programme performance under Strategic Objectives related to SDG 2[53] was generally positive. WFP responded effectively to emergencies, contributed to malnutrition treatment and prevention programmes in areas with high rates of malnutrition and supported smallholders around the world.

219. Results for Strategic Objectives related to SDG 17[54] were inconclusive. While partnerships have always been critical to WFP's work, the Strategic Results Framework did not include outcome indicators on partnerships. A limited number of countries are implementing CSPs, and an even smaller subset of these countries report on Strategic Objectives 4 and 5. As a result, there were insufficient data in 2017 to support a robust assessment of corporate performance under these objectives. In addition, the measurement methods for certain indicators are still being finalized. While conclusions on aggregate corporate performance could not be drawn in 2017, however, significant efforts were made to ensure that quantitative results can be obtained in the future. Capacity strengthening (Strategic Objective 4) is an increasingly important part of WFP operations in many countries, as shown by the inclusion of capacity strengthening as an objective in most CSPs, and by the increasing demand from many governments for WFP's technical and policy advice.

220. In addition to working towards its Strategic Objectives, WFP also continued to ensure that commitments to achieving results in cross-cutting areas were integrated throughout the project cycle. While these commitments are themselves essential for responsible and effective programming, indicators for the cross-cutting areas also have direct and indirect impacts on indicators for the five Strategic Objectives. In 2017, most cross-cutting indicators either improved or remained at similar levels to 2016. A number of indicators were modified in 2017 to capture more comprehensive information in the future.

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[53] WFP Strategic Objectives 1, 2 and 3.

[54] WFP Strategic Objectives 4 and 5.

Programme results for SDGs 2 and 17

221. In 2017, WFP managed 193 operations in 82 countries using CBTs and food to deliver direct assistance to 88.9 million people, the highest number of beneficiaries in recent years.[55]

222. This report aggregates results at the corporate level by the five Strategic Objectives set out in the WFP Strategic Plan (2017–2021)[56] in order to give a consolidated account of performance in the 12 pilot CSP countries, the 22 projects aligned with the Corporate Results Framework (CRF) and the remaining projects aligned with the Strategic Results Framework (SRF). While the CSPs and CRF-aligned projects are already based on the new strategic plan and the CRF, indicators in the SRF have been mapped to the CRF Strategic Objectives to allow consistent reporting on performance throughout WFP. Detailed data on all the indicators in the SRF and the CRF are presented in annexes III-C and III-D.

223. Table 1 gives an overview of WFP's performance by Strategic Objective. The following subsections provide additional details for each Strategic Objective.

Table 1: **Overall performance by Strategic Objective**

Strategic objective	*Performance*
1 – End hunger by protecting access to food	●
2 – Improve nutrition	●
3 – Achieve food security	●
4 – Support SDG implementation	●
5 – Partner for SDG results	●

224. The report uses the following legend to illustrate performance. For more information on the assessment methodology, see annex III-A.

Green	WFP has either "achieved" its target or is "on track" to achieve the target.
Amber	WFP has made some progress but desired targets have not been met or progress towards desired targets is deemed slow.
Red	WFP has made very slow progress, no progress at all or has regressed.
Grey	Insufficient data are available to be able to monitor organization-wide progress.

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[55] The total number of beneficiaries is the highest since 2012. The figure comprises 18.7 million women, 15.5 million men, 27.6 million girls and 27.1 million boys. In addition, 2.5 million people were assisted through trust fund activities.

[56] WFP/EB.2/2016/4-A/1/Rev.2*.

225. As noted in previous APRs, funding shortfalls do not necessarily have negative effects on programme performance. This is because, when they face funding shortfalls, WFP country offices often cut ration sizes, switch to lower-cost foods, shorten the duration of assistance, or reduce the number of beneficiaries, and many outcome indicators measure results based on actual beneficiaries assisted. In this APR, however, the consequences of funding shortfalls are set out in part II. Part IV focuses on programme results achieved with the funding received.

Strategic Objective 1: End hunger by protecting access to food

226. WFP operations under Strategic Objective 1 prioritize the most vulnerable people in supporting collective efforts to protect access to sufficient quantities of the nutritious and safe food that all people need to survive and to enjoy healthy and productive lives, while strengthening national systems where possible.

227. This Strategic Objective includes one Strategic Result (Strategic Result 1), which corresponds to SDG target 2.1.[57] The objective lies at the core of WFP's work, encompassing much of WFP's EMOPs, hunger-related safety nets, such as school meal programmes, and productive safety nets that protect access while promoting nutrition, livelihoods and asset creation. Activities under this Strategic Objective also include capacity strengthening and emergency preparedness for individuals and institutions.

228. An analysis of outcome indicators shows that WFP interventions yielded positive results in 2017 in reducing hunger and meeting the urgent food needs of the most vulnerable people, with the majority of operations making progress towards their targets.

229. WFP maintained or improved access to adequate food for individuals and households in crisis-affected populations through unconditional resource transfers of food or CBTs.[58] In 2017, more than 62 million people received a total of 3 million mt of food and USD 1.2 billion in CBTs through unconditional resource transfers under this Strategic Objective, accounting for 79 percent of all food and 89 percent of all CBTs distributed by WFP during the year. In most of the operations that reported sufficient data, WFP met or was on track to meeting targets for improving food consumption, diversifying diets and reducing the use of negative coping strategies such as skipping meals, reducing portion sizes or selling productive assets.

230. These achievements were seen in numerous corporate Level 3 and Level 2 emergency responses. In the countries covered by the Regional Bureau in Cairo, five Level 3 and Level 2 emergency responses were active and nearly 80 percent of their targeted beneficiaries were assisted. Accomplishments in this region in 2017 were largely attributed to better access, which led to higher coverage and more regular assistance in conflict areas such as the Syrian Arab Republic and Yemen, and more consistent funding for some operations (such as those for the Syrian crisis and in the Sudan), the use of innovative CBTs and the expansion of livelihood activities. In Yemen, 65 percent of funds received were flexible cash contributions, which allowed WFP to allocate the resources according to needs on the ground.

231. In the Asia and the Pacific region, WFP assistance during the Level 3 emergency in Cox's Bazar, Bangladesh led to improvements in the food consumption of newly arrived refugee households between August and December 2017. The percentage of households with poor food consumption scores dropped from 18 percent to 3 percent over the three-month period and the share of households with acceptable food consumption rose to 68 percent.

232. In the Kasai region of the Democratic Republic of the Congo, where a corporate Level 3 emergency response was activated in October, baseline results from August showed that the consumption-based coping strategies index was more than 30 in the provinces of Kasai and Kasai Central, signalling the major stress faced by households in these areas resulting from severely limited access to food. High percentages of households also had poor food consumption scores:

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[57] Strategic Result 1: Everyone has access to food. By 2030, all people, especially the poor and vulnerable, have access to sufficient, nutritious and safe food all year (SDG target 2.1).

[58] "Unconditional resource transfers" is an activity category in the CRF, corresponding to general distributions in the SRF.

57 percent in Kasai and 76 percent in Kasai Central. Post-distribution monitoring results at the end of 2017, however, revealed that the coping strategies index had fallen to 9.6 in Kasai and 11.3 in Kasai Central, indicating an improvement in access to food and reduced engagement in negative food-related coping strategies.

233. Some indicators showed progress but did not fully meet targets for the year primarily because of conflict, which curtailed livelihood opportunities, and funding shortfalls, which caused WFP to retarget assistance to the most vulnerable population groups. This meant that food security outcomes were lower than planned. For example, operations in Yemen were hard hit by funding shortfalls and ongoing conflict, which made it difficult to achieve annual targets. Compared with the pre-assistance baseline, however, the food consumption of targeted beneficiaries improved. Prolonged conflict also triggered more frequent use of negative coping strategies in countries including Libya and Ukraine, where beneficiaries had previously seen improved or stabilized food consumption and dietary diversity. In the countries covered by the Regional Bureau in Panama, 2017 results were heavily affected by the intense hurricane season, which disrupted activities in many areas.

234. The food consumption score is a proxy indicator for household food access and is based on the frequency of food consumption and dietary diversity. It does not assess diet quality in terms of the regular intake of protein and important micronutrients. To incorporate this aspect of food consumption into its monitoring and analysis, WFP introduced the "food consumption score (nutrition)" indicator into the CRF for 2017–2021 in order to measure the adequacy of households' intakes of macro- and micronutrient-rich food groups.

235. The evidence base is insufficient to allow an overall rating for this indicator in 2017, although some country offices were able to measure progress. In Sri Lanka, for example, WFP's drought response contributed to improved intake of nutritious foods among beneficiaries as measured by the food consumption score (nutrition). Overall, 82 percent of assisted households consumed vitamin A-rich food every day.

236. Unconditional resource transfers to facilitate access to food accounted for a large majority of the assistance provided in 2017, including in emergency settings. Other activities such as asset creation and school feeding, however, were also implemented under Strategic Objective 1.

237. WFP supported the expansion of asset creation activities to improve recovery and increase resilience in many countries. The projects aimed to increase the proportion of populations in targeted communities reporting benefits from an enhanced asset base, reflecting better access to assets and basic services, including community and market infrastructure. More than 70 percent of reporting countries achieved or exceeded project targets, indicating that they had strengthened the livelihoods of WFP's beneficiaries. In partnership with non-governmental organizations (NGOs), government institutions and United Nations agencies, WFP implemented more than 100 asset creation projects in 80 municipalities in Lebanon. The projects included building and rehabilitating agricultural infrastructure, farm roads and social and administrative centres. The Regional Bureau in Panama found that multi-year programming was important for asset creation activities, with medium-term interventions yielding better results than short-term single season engagements.

238. WFP's school meal programmes achieved positive results for food security and education indicators; the programme in the Syrian Arab Republic reached 660,000 schoolchildren, one third more than in 2016. In Malawi, a study of emergency school meals conducted between January and March 2017 showed that WFP-assisted schools performed better than schools that were not receiving WFP assistance. The average attendance rate in schools supported with emergency meals was 94 percent, compared with 70 percent in unsupported schools. Supported schools showed a 20 percent increase in enrolment rates, while unsupported schools registered a 12 percent decrease. In addition, mid-term evaluations of the McGovern-Dole programme conducted in Bangladesh, Cambodia, the Lao People's Democratic Republic and Nepal found that WFP played a valuable role in supporting the development of

national school meal strategies and policies while complementing these efforts with the direct provision of food and cash to schoolchildren.

Strategic Objective 2: Improve nutrition

239. Strategic Objective 2 incorporates one Strategic Result (Strategic Result 2), which corresponds to SDG target 2.2.[59] Under this objective, WFP supports joint and coordinated efforts to end all forms of malnutrition, and supports governments in strengthening national capacities for multisector nutrition activities that deliver high-quality nutrition services. WFP also improves its partnerships with other public and private actors, and will continue to engage in nutrition governance and contribute to country-level actions through participation in multi-stakeholder platforms. WFP's contributions focus on ensuring the availability, accessibility and utilization of diets that meet the nutrient needs of vulnerable groups. Activities under this Strategic Objective include the prevention and treatment of malnutrition, unconditional resource transfers to support access to food, and capacity strengthening for individuals and institutions.

240. In areas where rates of malnutrition are high, WFP contributes to programmes that prevent stunting, wasting and micronutrient deficiencies and treat acute malnutrition in vulnerable groups. WFP provides direct food assistance for beneficiaries and supports governments in developing and scaling up nutrition programmes, with a focus on the first 1,000 days of life in order to prevent irreversible mental and physical damage.

241. In 2017, nutrition-specific activities conducted in 87 operations in 55 countries to prevent the worsening of nutrition and related mortality in vulnerable populations and support the rehabilitation of acutely malnourished people provided direct assistance to 16.3 million beneficiaries. In addition, approximately 4 million people were reached through nutrition messaging supported by WFP.

242. The quantity of food distributed for nutrition-specific interventions was 47 percent of the planned amount. In response to resource gaps, country offices reduced the duration of assistance, providing blanket supplementary feeding only during the lean season and to fewer groups of beneficiaries for the treatment of acute malnutrition. Nevertheless, available data indicate that WFP food assistance was effective in contributing to the recovery of beneficiaries treated for moderate acute malnutrition (MAM) and that programming for preventing both chronic and acute malnutrition covered large segments of the targeted population.

243. Indicators for MAM treatment include mortality, default, non-response and recovery rates. Together they provide a picture of how well a treatment programme is achieving its objectives. Outcome monitoring of MAM treatment indicators revealed that WFP made strong contributions to recovery from acute malnutrition among children and pregnant and lactating women and girls, making notable progress in countries that included Afghanistan, Algeria, Bangladesh, Myanmar, Nepal, Pakistan, the Sudan, the Syrian Arab Republic, Tajikistan, the United Republic of Tanzania and Yemen, in line with global Sphere standards.

244. Positive results for MAM treatment can be attributed to country offices' efforts to improve programme quality on the ground, including continued engagement with the health institutions that play a critical role in the screening, enrolment and care of beneficiaries. The positive performance can also be accredited to WFP's nutrition capacity strengthening and counselling programme, which includes training for doctors and nurses. Local partners helped implement interventions in villages. In the Regional Bureau in Dakar, partnership and coordination between WFP and the United Nations Children's Fund (UNICEF) provided a framework for implementing integrated nutrition responses, particularly in countries in the Lake Chad Basin.

245. In cases where rates of recovery from MAM were below target, many children did not complete treatment because parents and caregivers lacked understanding of the importance of completing the full course, resulting in high default rates. Other causes of high default rates included distance

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[59] Strategic Result 2: No one suffers from malnutrition. By 2030 no one is malnourished, and by 2025 the internationally agreed targets on stunting and wasting in children are met (SDG target 2.2).

to health facilities, engagement in time-consuming farming activities and insufficient follow-up from health staff. Some countries, including Mali and the Niger, faced funding challenges, forcing them to prioritize the most vulnerable groups.

246. Coverage rates for MAM treatment services were positive overall, with a few exceptions. Where targets were not achieved, access restrictions were noted as hampering the delivery of nutrition programmes in conflict-affected areas and the limited capacity of some public clinics also reduced the achievement of results. In some cases, the lack of resources forced WFP to prioritize nutrition support for the most vulnerable populations, rather than targeting all those at risk of malnutrition. This resulted in moderate progress as measured by coverage indicators.

247. In Afghanistan, poor referral rates meant that many people with MAM, or their caregivers, were unaware of the treatment services available. Other people lacked access to the services because of the remoteness of their communities or insecurity – in 2017, anti-government elements targeted health providers. Other factors contributing to low MAM treatment coverage included physical distance from health centres and lack of resources for transport. To improve coverage, WFP plans to work with communities, including local religious leaders, to improve their knowledge of practices that lead to better nutrition. WFP will also seek to strengthen the referral system and use social and behaviour change communication to influence cultural norms so that girls and boys receive equitable treatment.

248. Results from activities for preventing stunting were more mixed, with the proportion of children aged 6–23 months who consume a minimum acceptable diet falling below the target in some regions. The modest performance could be explained by low dietary diversity in some countries, particularly those with starch-based diets and very little variety of vegetables and animal proteins, combined with a lack of knowledge of balanced diets and healthy infant and childcare practices among caregivers. In the future, one area of focus will be social and behaviour change communication, which has proved to help address stunting. In the Latin America and the Caribbean region, investments in capacity strengthening of governments and training sessions for communities resulted in higher numbers of children consuming an acceptable diet.

249. WFP also utilized nutrition activities strategically. For example, the nutrition programme in the Sudan facilitated the early detection of MAM cases, allowing the referral of patients to treatment to prevent acute malnutrition in children aged 6–23 months and pregnant and lactating women and girls. Because of limited funding, however, the programme was implemented in only two prioritized states. In states where it was not possible to implement the programme, WFP maintained its innovative social and behaviour change communication activities using various channels such as SMS messaging, TV and radio shows and community open days and nutrition talks.

250. WFP's implementing partners are often host governments or national NGOs rather than international organizations. Although this sometimes reduces the efficiency and effectiveness of the programmes in the short term, it facilitates the building of national capacities and supports the longer-term sustainability of nutrition activities.

Strategic Objective 3: Achieve food security

251. Strategic Objective 3 includes two Strategic Results (Strategic Results 3 and 4), which correspond to SDG targets 2.3 and 2.4.[60] Strategic Objective 3 encompasses WFP's work with smallholders and its emerging work with food systems. Activities include asset creation and livelihood support, capacity strengthening of individuals and institutions, support to agricultural markets for smallholders and climate adaptation and risk management.

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[60] Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes. By 2030, smallholders have higher incomes and greater productivity than in 2015, supporting improved food security and nutrition (SDG target 2.3).

Strategic Result 4: Food systems are sustainable. By 2030, food systems are sustainable and utilize resilient practices that help maintain ecosystems; strengthen capacities for adaptation to climate change, extreme weather and disasters; and progressively improve land and soil quality (SDG target 2.4).

252. WFP has developed its portfolio of pro-smallholder food assistance initiatives over many years. The portfolio is now wide and deep, covering most of the countries where WFP works. Smallholder farmers and their families are an important beneficiary group for WFP, as they are among the most food-insecure people. WFP leverages its procurement systems, presence in the field and expertise in markets for staple foods, in logistics and in post-harvest handling to help increase smallholders' crop production and sales and encourage the development of agricultural markets. Implemented in more than 40 countries, the flagship Purchase for Progress (P4P) programme reaches more than 1.5 million smallholder farmers. Principally through this programme, in 2017 WFP contributed to increasing market opportunities for local, national and regional producers and traders by procuring food and specialized nutritious products from them. Through P4P partnerships, WFP supported host governments that seek to link smallholders to the demand for food for public institutions and programmes such as school meals, hospitals and food reserves. WFP also supported partners in building livelihoods and resilience through activities linked to strengthening the natural resource base, food security and nutrition, climate change adaptation, risk management and the sustainability and resilience of food systems.

Box 6: Developing smallholder value chains and building resilience in the Democratic Republic of the Congo

As well as a lack of markets, smallholders' productivity and incomes are also vulnerable to climate change and weather-related shocks, water scarcity, natural resource degradation and conflict. To overcome these diverse challenges, P4P integrates different WFP tools to support smallholders in both humanitarian and development settings. The programme combines efforts to improve market access and productivity with activities to build resilience to shocks, helping smallholders to graduate from being vulnerable recipients of food assistance to empowered food suppliers.

In the Democratic Republic of the Congo, P4P activities are combined with food assistance for assets (FFA) projects to provide relief assistance and develop productive and marketing capacities that help increase and diversify incomes. Through P4P, WFP strengthens the capacity of farmer organizations and women's associations to increase food production, processing and marketing. This is accomplished by facilitating access to seeds and tools and providing technical assistance to ensure the adoption of sustainable agricultural practices. Through asset creation activities, WFP delivers relief assistance that fosters development by supporting smallholders in rehabilitating and expanding market-oriented rural infrastructure.

253. In 2017, through activities that support markets for smallholder agricultural production, such as P4P, WFP also made progress in its regional and national food purchasing. Work continued on strengthening the capacity of smallholder farmer associations to market the produce of their members and gain sustainable access to formal markets. For instance, in Ecuador, 20 smallholder farmer associations representing 480 producers (58.1 percent of whom were women) were linked to WFP's local purchase model and 45.2 percent of the farmers sold their products through WFP-supported farmer aggregation systems. WFP faced challenges, however. In some cases, planned purchases of commodities from farmer organizations for use in the production of specialized nutritional foods did not take place because the quality of the produce did not meet WFP specifications.

254. Over the past three years, WFP has supported more than 136,000 farmers in 359 farmer organizations through the FtMA. This initiative currently engages with 45 actors in local private sector value chains and has generated more than USD 12 million in crop sales since 2015. Farmers have reported improvements in the quality of their production, reduced post-harvest food losses and increases in household income (see part III for details of the FtMA).

255. To better measure WFP's progress in this emerging area, in 2017 new indicators were introduced into the CRF for 2017–2021, including "value and volume of pro-smallholder sales through WFP-supported aggregation systems" and "rate of post-harvest losses". Detailed results will be available once the indicators are rolled out globally, but some progress was visible in 2017. In the Sudan, WFP used an innovative study to measure the post-harvest losses of beneficiary farmers before and after the implementation of a pilot project that involved training farmers and providing them with silos. The pre-intervention baseline and post-intervention monitoring data were compared, revealing that the average post-harvest grain loss as a percentage of annual production was reduced by 70 percent following the project. Based on the positive results of the pilot project, WFP trained an additional 2,700 farmers during 2017 and provided them with 2,000 locally made plastic silos.

256. WFP also worked to increase the food and income security of vulnerable rural households facing increasing climate risks by implementing an integrated risk management strategy that combines four risk management components: improved resource management through asset creation, for risk reduction; insurance, for risk transfer; livelihood diversification and microcredit, as part of prudent risk taking; and savings, as risk reserves. Entitled R4 Rural Resilience, this initiative reached more than 57,000 farmers in 2017, providing 300,000 people with a total of USD 1.1 million in premiums for a total sum insured of USD 6.1 million. Integrated risk management could save up to USD 100 billion a year in well-being losses while reducing global exposure to natural hazards by almost 20 percent.[61]

257. Resilience building activities including asset creation are often interrupted to give priority to more urgent emergency responses or because of a lack of funding. In some countries, activities planned under Strategic Objective 3 were not implemented in 2017 because natural shocks, such as drought in Somalia, meant that resources had to be prioritized for life-saving activities.

258. For countries that reported on asset creation activities, the outcome monitoring of food consumption indicators showed that WFP had made moderate progress globally. Malawi provides a successful example of following an integrated approach for increasing the resilience to climate- and weather-related disasters of vulnerable communities. The rural resilience initiative in Malawi built on asset creation activities, which were implemented in ten disaster-prone districts to build productive and nutrition-sensitive community assets and had the dual objective of filling the immediate food gap while building longer-term resilience. The initiative also included climate services, providing access to climate information ahead of the season to enable vulnerable communities to make informed decisions on crops and livestock and to better manage the risk of natural hazards such as droughts and floods.

Strategic Objective 4: Support SDG implementation

259. Strategic Objective 4 includes two Strategic Results (Strategic Results 5 and 6), which correspond to SDG targets 17.9 and 17.14.[62] Activities under Strategic Objective 4 include institutional capacity strengthening, common services and platforms, and analysis, monitoring and joint needs assessments.

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[61] The World Bank. 2017. Sovereign Climate and Disaster Risk Pooling: World Bank Technical Contribution to the G20. http://www.bmz.de/de/zentrales_downloadarchiv/themen_und_schwerpunkte/klimaschutz/DFRI_G20.pdf

[62] Strategic Result 5: Developing countries have strengthened capacities to implement the SDGs. International support for capacity strengthening, including through South–South and triangular cooperation, provides common services and improves implementation of national plans for achieving the SDGs, especially through greater technology transfer, innovation, improved data collection and quality, and knowledge sharing (SDG target 17.9).
Strategic Result 6: Policies to support sustainable development are coherent. Policies on ending hunger and promoting sustainable development are coherent and support collective efforts for sustainable development in all its dimensions (SDG target 17.14).

260. Under this Strategic Objective, WFP supports governments in strengthening their capacities for the implementation of zero hunger and related national plans for achieving the SDGs, including by facilitating South–South and triangular cooperation among developing countries and providing common services. Focusing on sectors where its core competencies are recognized by national stakeholders and partners in the country, WFP and stakeholders facilitate evidence-based decision making related to food and nutrition security by strengthening national and regional capacities to undertake credible, relevant and timely assessments and analysis, and serve as global references for food and nutrition security standards, statistics and information.

261. Demand for WFP's technical and policy advice has increased in recent years as its reputation for producing high-quality analysis and technical recommendations in the areas of food security and nutrition has grown. In addition, almost all the CSPs developed to date envision WFP engaging increasingly in capacity strengthening efforts to support national food security and nutrition systems and services. While the evidence base is still insufficient to draw conclusions on WFP-wide performance in capacity strengthening in 2017, the organization has achieved country-level success in implementing these activities and monitoring their results.

262. In Indonesia, for example, WFP's advocacy and technical assistance to the Government in food security and nutrition analysis helped to shape policies and better target programmes aimed at reducing malnutrition and the impact of disasters on food security. This partnership helps the Government of Indonesia leverage its considerable investments in social protection, health and education to achieve greater impact, reaching tens of millions of Indonesians.

263. In Bhutan, the national capacity index for the national school meals programme, measured through the Systems Approach for Better Education Results exercise, showed that the Government's capacity grew continuously between the baseline year of 2014 and subsequent exercises in 2015 and 2017. It has, however, proved difficult to monitor the effectiveness of capacity strengthening activities by using the national capacity index as a proxy. To ensure that WFP can accurately monitor its contributions towards strengthening governments' capacities in the future, a new framework for the systematic analysis of programme portfolios was introduced in 2017 and will serve as the basis for performance monitoring in 2018.

Strategic Objective 5: Partner for SDG results

264. Strategic Objective 5 includes two Strategic Results (Strategic Results 7 and 8), which correspond to SDG targets 17.3 and 17.16.[63] Activities under Strategic Objective 5 include climate adaptation and risk management; institutional capacity strengthening; analysis, monitoring and joint needs assessments; and common services and platforms.

265. Partnerships are crucial to achieving the SDGs. It is vitally important to increase the role of governments and other national and local actors in financing and implementing development initiatives and humanitarian preparedness, response and recovery activities. WFP's extensive experience in establishing effective partnerships with public and private actors for financing humanitarian and development activities – including technological and institutional innovations – can add value to national efforts to build the coalitions needed for investment and action. WFP is leveraging its supply chain capabilities and purchasing power to strengthen national markets

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[63] Strategic Result 7: Developing countries have access to a range of financial resources for development investment. Additional financial resources from multiple sources are enabling developing countries to engage in sustained coherent action to achieve the SDGs (SDG target 17.3).
Strategic Result 8: Sharing of knowledge, expertise and technology strengthens global partnership support to country efforts to achieve the SDGs. In humanitarian and other situations, and when called on by partners, WFP provides common services and mobilizes and shares knowledge, expertise, technology and financial resources, including through South–South and triangular cooperation (SDG target 17.16).

and capacities and to make itself the provider of choice for supply chain services for governments and other humanitarian and development partners.

266. WFP continues to provide common platforms for supply chains and other services and to improve access to resources, expertise, knowledge and networks that support stakeholders' efforts to achieve all the SDGs. In 2017, in partnership with other United Nations agencies, WFP engaged in initiatives such as the United Nations Innovation Network, the United Nations Data Innovation Network and a project for harmonizing and simplifying partnership tools and processes. WFP's achievements included collaboration with major NGO partners at the high-level annual partnership consultation hosted by the WFP Executive Director. WFP-wide performance under Strategic Objective 5 will be reported on in future years once CRF indicators are reported on more widely.

Cross-cutting commitments

267. In addition to key programme performance indicators, this report provides analysis of performance in the following cross-cutting areas: gender, protection, accountability to affected populations and the environment. WFP's achievement of its planned outputs and outcomes depends on integrating attention to these elements into the planning, design, implementation and monitoring of projects.

Accountability to affected populations

268. WFP defines accountability to affected populations as an active commitment to giving account to, taking account of and being held to account by the people it assists. To give *account*, WFP must provide accurate, timely and accessible information about its assistance to affected people. This indicator is concerned with the dignity of people affected by disaster and conflict, and their ability to make informed decisions and exercise their rights.

269. In 2017, 62 percent of projects reported meeting the targets for the information provision indicator. Although this is an increase from 59 percent in 2016, the total number of projects reporting performance data disaggregated by sex decreased slightly, which explains the decreases recorded for indicators specific to men and boys and those specific to women and girls.

270. Several countries reported challenges in meeting targets for information provision because this indicator is an aggregate measure of affected populations' awareness of targeting criteria, their entitlements and the duration of the assistance. Country offices noted that the third dimension – duration of assistance – is the major obstacle to meeting the target as funds are not always secured from the beginning of activities and issues such as pipeline breaks are sensitive and difficult to communicate in a timely fashion. To overcome these circumstances, WFP is working to provide information through a variety of channels, in order to communicate in the most efficient and agile manner possible.

Table 2: **Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences**

Performance indicator	**% of reported projects meeting the target**
Proportion of assisted people informed about the programme – who is included, what people will receive, length of assistance	62%
– women	51%
– men	53%
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Insufficient data

Protection

271. WFP is committed to designing and carrying out food and livelihood assistance activities that do not increase the protection risks to its beneficiaries, but that instead contribute to and respect the safety, dignity and integrity of vulnerable people. A fundamental aspect of supporting humanitarian protection is ensuring that WFP's programmes are safe and do not expose affected populations to protection risks.

272. In a bid to capture more comprehensive information about the protection risks that affected populations may face, in 2017 WFP moved from measuring safety problems to measuring protection challenges, which can include any act of violence, coercion, deliberate deprivation or disrespect that undermines a person's safety, dignity or integrity.

273. Protection is a broad and complex concept, and collecting information on protection is often more challenging than collecting information on safety. Because protection is also a sensitive issue, people may be reticent to report challenges that they have encountered.

274. Reports on the protection indicator showed that 97 percent of projects met targets in 2017, the same level as in 2016. There were, however, slight drops in the sex-disaggregated data regarding the proportions of women and men who did not experience safety problems travelling to or from or while at WFP programme sites.

275. As 2017 was a year of transition, a number of country offices continued to report against the strategic results framework indicator, which captures safety problems rather than protection challenges. The fact that the two indicators have been combined and that reporting on protection is considered more complex than reporting on only safety may explain the decrease.

276. The low number of reported protection challenges does not necessarily indicate that there are no issues of concern. To obtain a clearer picture of the challenges beneficiaries are exposed to, WFP country offices often enrich quantitative data with qualitative information in their ACRs and standard project reporting.

Table 3: **Cross-cutting result: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**

Performance indicator	**% of reported projects meeting the target**
Proportion of targeted people accessing assistance without protection challenges*	97%
– women	92%
– men	93%

* The figure reflects the proportion of assisted people who do not experience safety problems at WFP programme sites or when travelling to and from them.

277. WFP recognizes that during crises, disabilities can create or exacerbate people's vulnerability to food insecurity. Persons with disabilities are often at risk of being left out of the response as they may be less visible and have different needs from other people, which if not met can be life threatening. Persons with disabilities continue to be under-identified because of their isolation and a lack of appropriate tools for identifying them. They are also at higher risk of poor health outcomes and often face increased obstacles to meeting their dietary, health, hygiene and transport needs, typically because of higher costs.

278. Awareness of disability issues and inclusion of persons with disabilities should be mainstreamed in all emergency and development programming to mitigate the impact of disabilities on food security and, where relevant, to reduce preventable impairments in food security.

279. A number of programmes are taking disability issues into account at the field level. In Kenya, for example, a mandatory percentage of people who are unable to work are included in asset creation schemes to ensure that they benefit from the programme. In Dadaab, persons with

disabilities are given priority during food distributions so that they can avoid long waiting times, and members of the community are mobilized to help collect food rations for people who are unable to attend distributions. In Nepal, refugees from Bhutan can participate in income-generating activities that help prepare them to become productive members of society once they are resettled in third countries. The programme uses special measures to ensure the inclusion of the most vulnerable refugees, such as persons with disabilities and households headed by women. In the Lao People's Democratic Republic, nutrition awareness campaigns contained messages on disability in the Lao language. The messages explained disabilities that stem from nutrition deficiencies, misconceptions surrounding the ability of disabled mothers to care for their children, and the importance of supporting community members with disabilities.

Gender

280. Since 2014, WFP's commitment to gender equality and women's empowerment has been woven into various humanitarian operations and resilience-oriented programmes. By the end of 2017, 83 percent of WFP projects were meeting the targets for corporate cross-cutting gender indicators. WFP has successfully mainstreamed gender issues into programme design, with gender integrated into 74 percent of newly approved CSPs.

281. A WFP study of five countries, which explored the potential of WFP's asset creation activities to support women's empowerment, documented that women experienced positive changes in their empowerment and nutrition as a result of their engagement in asset creation activities. Study countries included Kenya, the Niger and Zimbabwe. Women's empowerment in both the individual and the community spheres was increased through changes in seven domains: better organization, social cohesion and mutual support; recognition and strengthening of women's roles in the public sphere; improvements in intra-household dynamics, including decision making; reduced workloads and hardship; improved skills and confidence; improved livelihoods and increased incomes; and women's greater understanding of and ability to exercise their rights.

282. The prevalence of intra-household joint decision-making has improved, as seen by the increase in projects meeting their related targets: from 54 percent in 2016 to 63 percent for ongoing projects and 91 percent for CSPs in 2017 – 67 percent overall. More projects also achieved their targets related to women's decision-making over the use of WFP assistance: from 73 percent in 2016 to 95 percent for emergency operations and protracted relief and recovery operations and 75 percent for CSPs in 2017 – 94 percent overall. This is a positive contribution to SDG 5, particularly target 5.4 "Recognizing and valuing unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family". Efforts to strengthen gender equality in Level 2 and Level 3 emergencies will continue to ensure that commitments are met.

283. Beyond the household level, progress is also being made in balancing gender representation among the members of decision-making bodies such as project management committees. For example, 65 percent of projects met their targets for women's leadership in committees in 2016, rising to 93 percent in 2017. These results contribute to SDG target 5.5 "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life".

284. An emerging good practice that fosters women's leadership and increases men's involvement in food security and nutrition is the participation of country offices in WFP's gender transformation programme. The programme supports the integration of gender considerations into programming, operations and the country office through actions against 39 benchmarks in 7 categories, which include enabling environment, partnerships, and communications and knowledge management.

Table 4: **Cross-cutting result: Improved gender equality and women's empowerment among populations assisted by WFP**

Performance indicator	**% of reported projects meeting the target**
Proportion of households where:	
- Women make decisions on the use of food/cash/vouchers	94%
- Men make decisions on the use of food/cash/vouchers	72%
- Both women and men make decisions on the use of food/cash/vouchers	67%
Proportion of the members of food assistance decision-making entities – committees, boards, teams, etc. – who are women	67%
Proportion of women in leadership positions of project management committees*	93%
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities	*Insufficient data*

* This indicator from the Strategic Results Framework is included because the majority of operations reported on this indicator in 2017.

Environment

285. WFP recognizes that care for the environment is essential to achieving food security and sustainable development as outlined in the SDGs. Approved in 2017, the Environmental Policy[64] sets out WFP's commitment to systematically identifying, avoiding and managing risks to the environment from its work. It seeks to position environmental considerations as a cross-cutting issue throughout WFP's programmes and in-house operational activities.

286. An environmental risk screening and classification process for asset creation activities has been developed and is being tested in the field. Screening will identify the level of environmental risk of an activity, while classification will determine the scope of management required to avoid or minimize the risk. In 2018, country offices will start reporting against the cross-cutting indicator "Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified", allowing WFP to report corporate results in the future. Work began in 2017 to identify the most effective approach for minimizing environmental risks in other programme types, in construction activities and in preparing for and responding to sudden-onset emergencies. Country offices have been assisted in preparing CSPs that reduce the environmental impact of their activities and create environmental co-benefits where possible. Information and awareness raising sessions on the environmental policy and its tools were held at the regional bureaux in Johannesburg and Cairo; sessions will be held in other regional bureaux in 2018.

Trust funds

287. WFP receives contributions locally to fund activities outside its regular operations. Following the practice from past APRs, this report presents an overview of results from some of the largest WFP trust fund projects implemented at the country and regional levels in order to provide an overall picture of WFP's global achievements.

288. The majority of operations in 2017 still applied the project-based system, with trust funds used for activities that fell outside these regular WFP operations. More and more countries are moving to the CSP framework, however, in which trust fund projects are incorporated into the activity portfolio and the country portfolio budget includes the relevant trust fund budgets in the country.

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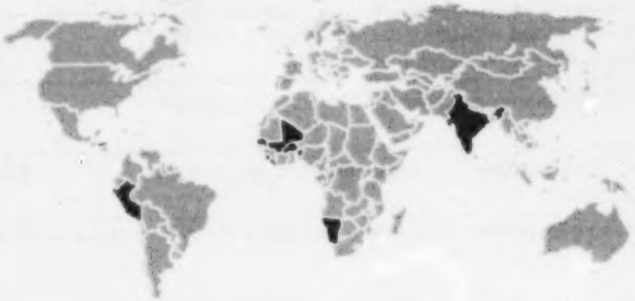
[64] WFP/EB.1/2017/4-B/Rev.1.

Future APRs will therefore increasingly incorporate activities performed through trust funds into the main programme performance section. As a first step in this direction – and in line with the overall structure of this APR – performance highlights from trust fund projects are presented in the following, by Strategic Objective.

Overview

289. This section reports on trust fund operations implemented by WFP in ten countries,[65] in addition to regional initiatives. Figure 12 shows the geographical spread of these operations.

Figure 12: **Largest WFP trust fund projects in 2017**



290. Through these trust funds, WFP provided direct assistance to more than 2.5 million beneficiaries and supported government capacity strengthening activities. In trust fund projects under Strategic Objective 1, WFP supported various social protection schemes, including home-grown school meals programmes. In Honduras, the school meals programme reached 1.2 million children, making this the largest trust fund activity directly implemented by WFP, for the second year running.

291. WFP supported governments around the world in improving nutrition through fortification (India), procuring and transporting nutrition products (Côte d'Ivoire) and providing nutrition education (Peru). In addition, extra-budgetary funds from UNAIDS were used to support work for people living with HIV/AIDS in the countries overseen by the Regional Bureau in Dakar.

292. Under Strategic Objective 3, trust funds were used to address challenges affecting smallholder productivity (Strategic Result 3) and climate adaptation and resilience (Strategic Result 4). In West Africa, community-based projects working with smallholder farmers transformed rice plots, while a trust fund project in Mali sought to improve crop production and quality. In Egypt, WFP supported national climate change adaptation strategies, and a regional trust fund managed by the Regional Bureau in Cairo supported a platform for early warning on food insecurity to facilitate risk management.

293. In Lesotho and Namibia, capacity strengthening initiatives (Strategic Objective 4) supported the governments in implementing their national school meal programmes. The technical assistance WFP provided directly to the Government of Namibia is estimated to have benefitted 330,000 children, making this one of WFP's largest trust fund operations in 2017.

294. In India, WFP currently implements trust fund projects only. In 2017 it continued to support the world's largest food-based safety net programmes, partnering with the Government of India to contribute to the achievement of Strategic Objectives 1, 2, 4 and 5. As part of its CSP, WFP supports the Government in improving the efficiency of its three food-based safety nets: the

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[65] Benin, Côte d'Ivoire, Egypt, Haiti, Honduras, India, Lesotho, Mali, Namibia and Peru.

targeted public distribution system, which covers 67 percent of the Indian population (800 million people); the midday meal scheme – the world's largest school meals programme – which reaches 120 million children daily; and integrated child development services, which assist 102 million children under 6 years of age and pregnant and lactating women and girls. In addition to providing technical assistance for national scale-up of the targeted public distribution system, WFP continued to support the system in Odisha State, registering 32.36 million people in a customized biometric registration system (Strategic Objective 1). In nutrition, WFP has been facilitating dissemination of the experience in food fortification of India and Odisha State, supporting the promotion of large-scale food fortification activities throughout India and implementing multi-micronutrient fortification of food for the midday meal scheme (Strategic Objective 2). WFP also built partnerships with national and state-level actors to strengthen their capacities by engaging them in food security analysis and vulnerability mapping (Strategic Objective 3). WFP is pursuing opportunities for South–South cooperation, including through a proposal to establish a centre of excellence for food and nutrition security in India (Strategic Objective 5).

Performance highlights

Strategic Objective 1

295. In Honduras, WFP supports the Government's largest national social protection scheme, which provides a daily meal to 1.2 million schoolchildren in more than 18,500 schools. The programme aims to support implementation of the national education policy and achievement of its objectives through a sustainable school meals programme that improves the dietary diversity of children attending pre- and primary schools; and reinforce the local economy by strengthening the link between schools providing school meals and smallholders producing nutritious food.

296. In Haiti, a home-grown school meals pilot – the first of its kind in the country – is supporting government efforts to develop an innovative and replicable model for linking the provision of school meals to local agriculture. In 2017, WFP purchased more than 1,900 mt of local rice and almost doubled the number of beneficiaries served by the home-grown school meals initiative, reaching 13,500 children. The nutritious meals included fresh vegetables, pulses, tubers and milk, all produced locally by smallholders. Lessons learned from this project informed the Government's strategy for the national school meals programme, with the aim of achieving a national, universal, government-managed school meals programme by 2030.

297. Benin's national school meals programme aims to improve school meals by following a multisector approach and giving preference to local purchases in activities that aim to improve children's performance in school, food diversity and nutrition. The programme includes technical assistance and the establishment and operation of school canteens. It reached more than 320,000 direct beneficiaries in 2017.

Strategic Objective 2

298. Through a trust fund with the Government of Côte d'Ivoire, WFP provided procurement and logistics services for nutrition products for reducing MAM and micronutrient deficiencies. It engaged in a separate trust fund operation with private donors to provide procurement, transport and logistics services to an NGO in Côte d'Ivoire. WFP reached more than 60,000 beneficiaries through the two trust fund projects, procuring and transporting Plumpy'Sup, micronutrient powder, SuperCereal and WFP's traditional food basket of rice, pulses, oil and salt.

299. In Peru, through the promotion of food and nutrition security in Sechura initiative, WFP seeks to improve the food security and nutrition of 23,000 vulnerable people in Sechura, where the lack of government health services and economic opportunities, particularly for women, contributes to higher than average rates of chronic child malnutrition and anaemia. In the two years since the start of the programme, anaemia levels in Sechura have fallen from 63.1 percent to 46.5 percent in children under 3, with WFP involved primarily in providing education and training on good feeding practices, nutrition and hygiene. Based on these experiences and at the request of the

Minister of Development and Social Inclusion, WFP and the ministry launched a new local project in Curgos, which has the highest levels of poverty and malnutrition in the country.

300. In the Regional Bureau in Dakar, extra-budgetary funds from UNAIDS were used to support work for people living with HIV/AIDS, including studies, training and missions. The funds from the Unified Budget, Results and Accountability Framework supported all of WFP's HIV/AIDS work in the region.

Strategic Objective 3

301. In Egypt, a trust fund project initiated in 2012 aims to build resilient food security systems in southern governorates. The project seeks to support national climate change adaptation strategies and to build on previous work on reinforcing the climate resilience of vulnerable communities. In 2017, WFP implemented activities in villages in five governorates, working with local NGOs to promote climate-smart agricultural practices and strengthen the climate knowledge and adaptation capacities of local communities, the Government and NGOs. WFP directly reached almost 100,000 beneficiaries, and monitoring activities revealed that 100 percent of the communities supported by WFP had improved their capacities to manage climate-related shocks and risks.

302. WFP's safety nets alert platform is a demand-driven and innovative online platform that uses state-of-the-art analytical tools to produce early warning of food insecurity and improve risk management and social protection. Funded through a regional trust fund managed by the Regional Bureau in Cairo, the platform helps devise timely and evidence-based policies and activities in support of the most vulnerable people. The first phase of the project was completed in 2017, with WFP and government partners able to produce automated market and economic analysis for 14 countries in the Middle East, North Africa, Central Asia and Eastern Europe region.

303. In West Africa, a series of community-based sustainable food security projects working with smallholder farmers has been under way for 18 years in Côte d'Ivoire (1999–2005), Mali and Burkina Faso (2005–2011), Guinea-Bissau (2009–2012), Senegal (2010–2012), and Liberia and Sierra Leone (2013–2017). Nearly 13,000 smallholder rice farmer households in the seven countries had been assisted by the end of 2017, with 3,700 hectares transformed from abandoned or underused lowland to productive, high-yielding rice plots.

304. Also in West Africa, a trust fund project in Mali aims to improve the quality of paddy rice and increase the production and processing of cowpeas, a highly nutritious crop that is an important part of the Malian diet. Through increased mechanization, training, quality control and facilitated access to financial and credit services, participating farmer organizations will be better prepared to ensure the quality of the paddy rice and cowpeas sold by their members.

Strategic Objective 4

305. A trust fund in Lesotho provides support to the Ministry of Education and Training for implementation and management of the national school meals programme. The programme includes capacity strengthening activities for all actors involved in school meals, including government ministries and departments. With strengthened capacity, WFP believes that the Government will be able to take over and manage the school meals programme by January 2020.

306. Achieving SDG 2 is a priority for the Government of Namibia and WFP has worked in partnership with Namibia's Ministry of Education, Arts and Culture to provide technical assistance for school meals since 2012. With WFP's support, the Namibian school meals programme has grown significantly and currently reaches 336,000 pre-primary and primary schoolchildren in more than 1,400 schools. The increase is attributed to improvements in supply chain management and extensive investments in building evidence through studies, research and assessments.

Part V: Management Performance

In this part V of the APR, WFP's management performance is analysed in terms of six corporate key management performance indicators and the five management results pillars set out in the 2018–2020 Management Plan.[66] Examples of initiatives are given under each pillar. Part V concludes with a discussion of value for money and describes initiatives for improving operational efficiency and leveraging new technology and innovations.

307. Part V presents an assessment of WFP's management performance based on the concept of management performance included in the Corporate Results Framework (2017–2021)[67] (CRF) and the approach introduced in the 2018–2020 management plan (see figure 13), including indicators and results pillars.[68] Both the framework and the pillars define management performance as effective, efficient and economic support to operations in achieving programme results. All WFP management initiatives are pursued with the aim of improving programme delivery.

Management performance – corporate key performance indicators

308. Consistent with the analysis of programme performance in part IV, the following categories are used to measure performance against management indicators.

Green	WFP has either "achieved" its target or is "on-track" to achieve the target
Amber	WFP has made some progress but desired targets have not been met or progress towards desired targets is deemed slow
Red	WFP has made very slow progress, no progress at all or has regressed
Grey	Insufficient data are available to be able to monitor organization-wide progress

309. Of the six corporate indicators, WFP fully achieved the targets for three, showed some progress for two and had insufficient data for 2017 to draw conclusions for one:

a) *Corporate indicator I: Percentage of achievement of outcome indicators:* This indicator measures the average attainment of planned programme results in country offices for activities that were implemented and monitored in 2017.[69] As outlined in part IV, WFP met its targets for 59 percent of outcome indicators, and progress was made on 74 percent. Progress was overall positive for Strategic Objectives 1, 2 and 3 (SDG 2). Conclusions could not be drawn regarding WFP-wide progress on Strategic Objectives 4 and 5 (SDG 17) because data were insufficient.

b) *Corporate indicator II: Percentage of achievement of management indicators*: This composite indicator reflects how country offices perform against standards in diverse areas of internal management including the implementation of recommendations from audits and evaluations; human resources and financial management; security; emergency preparedness and response; monitoring of operations; and achievement of outcomes. The indicator is a proxy for the effectiveness, efficiency and economy of operation management. The average achievement among all operational country offices[70] was 72 percent in 2017, slightly below the individual country office target of 80 percent. About half of the country offices exceeded this target, 40 percent were close to it and only 5 percent scored low on this indicator. The global values point to potential areas of improvement, such as gender representation.

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[66] The 2017–2019 management plan did not include all the corporate management performance indicators, but some progress against the indicators introduced in the 2018–2020 management plan could be reported on as data were available.

[67] WFP/EB.2/2016/4-B/1/Rev.1.

[68] WFP/EB.2/2017/5-A/1/Rev.1.

[69] Sufficient data were provided for 68 percent of outcome indicators. Corporate indicator I does not capture activities that were interrupted by funding shortages or those for which insufficient data were available (baseline and follow up).

c) *Corporate indicator III: Percentage of sudden-onset emergencies responded to in a timely manner*: All new emergencies that occurred in 2017 were responded to in a timely manner thanks to collaboration across WFP to ensure that qualified staff were identified and ready for immediate deployment to complement country office capabilities. Examples include the responses to hurricanes in the Caribbean described in part III.

d) *Corporate indicator IV: Percentage of Quadrennial Comprehensive Policy Review (QCPR) indicators for which WFP reports the achievement of results:* WFP made significant progress in 2017 in United Nations system-wide collaboration and coordination. Indicators demonstrate that WFP was compliant with 80 percent of the 2017–2020 QCPR indicators.

e) *Corporate indicator V: Rome-based agencies indicator*: The Rome-based agencies are working on an indicator that reflects the latest developments in their collaboration. As set out in part III, collaboration among the three agencies has been growing steadily in recent years. A number of significant steps were taken in 2017, including the first joint informal meeting of the Rome-based agencies' governing bodies and the signing of a global memorandum of understanding between WFP and FAO.

f) *Corporate indicator VI: Percentage of planned enterprise risk management system in place*: This indicator measures implementation of the WFP Enterprise Risk Management Policy[71] against the objectives set out when the enterprise risk management function was established in September 2017. The indicator examines five components of the policy that are related to the risk register at the country, regional and headquarters levels. In 2017, 90 percent of the five components were in place.

Table 5: **Corporate management performance**

Key performance indicator	*Performance*
I. % of achievement of outcome indicators	▨
II. % of achievement of management indicators	■
III. % of sudden-onset emergencies timely responded	■
IV. % of QCPR indicators for which WFP reports achieved results	▨
V. Rome-based agencies indicator	▨
VI. % of enterprise risk management system in place	■

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[70] The composite was calculated for 80 fully operational country offices in 2017. The calculation excludes new country offices that did not produce enough data for comparison; offices that were preparing to close, in which case some of the data were not available; and countries in which WFP did not have a separate operational presence, or where operations were managed remotely from another office. In latter cases, only the managing office has been considered for the indicator.

[71] WFP/EB.A/2015/5-B.

Initiatives

310. The new Enterprise Risk Management Division was established in September 2017 in response to WFP's changing operational environment and programme of work. Risk management and internal control was prioritized in order to provide the strongest possible assurance to donors and other stakeholders regarding WFP's achievement of its organizational objectives. The new division brought into a single management structure the risk management function of the Performance Management and Monitoring Division and the internal control and management-side oversight analysis, follow-up and reporting functions of the Finance and Treasury Division. The responsibilities of the Enterprise Risk Management Division include the coordination of donor reviews and the anti-fraud and anti-corruption function of WFP management, which complements the independent anti-fraud and anti-corruption activities carried out by the Office of the Inspector General and the Ethics Office.

311. Since the start of 2017, WFP has increased its focus on the control environment with the aim of embedding principles of risk management and internal controls in day-to-day work. Strengthening risk management and internal controls requires action in all parts of the organization. Dialogue among managers worldwide has helped define some important deliverables:

a) comprehensive induction training and the incorporation of topics on risk management and internal controls in all functional training;
b) revision of WFP's risk appetite statement to include risk metrics; and
c) development of a standard risk categorization.

Management performance by management plan pillar

312. The management of WFP operations requires support activities that cannot be attributed to individual country operations. To carry out these activities, an indirect support cost is levied on contributions and used to fund the programme support and administrative (PSA) budget, which covers functions at headquarters, regional bureaux and, to a limited extent, country offices.[72]

313. The management performance structure introduced in the management plan for 2018-2020 enables WFP to categorize all the activities carried out in regional bureaux and headquarters in support of field operations. The structure transparently connects PSA resources to results in two ways: by showing that the services and products provided by the regional bureaux and headquarters ultimately support the achievement of programmatic results; and by enabling WFP to measure the key performance indicators attributed to each management results pillar in order to track progress made in different aspects of support to operations.

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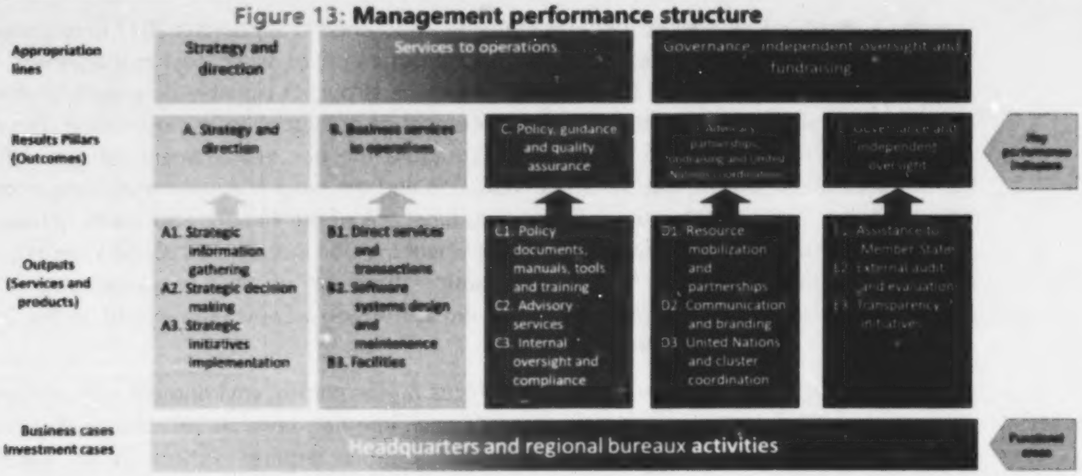
[72] Compared with previous years, allocations of PSA funds to country offices increased substantially in 2017, accounting for 23 percent of total allocations.

Figure 13: **Management performance structure**


Appropriation lines
Strategy and direction
Services to operations
Governance, independent oversight and fundraising
Results Pillars (Outcomes)
A. Strategy and direction
B. Business services to operations
C. Policy, guidance and quality assurance
D. Advocacy, partnerships, fundraising and United Nations coordination
E. Governance and independent oversight
Key performance indicators
Outputs (Services and products)
A1. Strategic information gathering
A2. Strategic decision making
A3. Strategic initiatives implementation
B1. Direct services and transactions
B2. Software systems design and maintenance
B3. Facilities
C1. Policy documents, manuals, tools and training
C2. Advisory services
C3. Internal oversight and compliance
D1. Resource mobilization and partnerships
D2. Communication and branding
D3. United Nations and cluster coordination
E1. Assistance to Member States
E2. External audit and evaluation
E3. Transparency initiatives
Business cases
Investment cases
Headquarters and regional bureaux activities
Functional areas

314. The five results pillars capture the main aspects of the role of regional bureaux and headquarters in supporting operations:

A) Strategy and direction;
B) Business services to operations;
C) Policy, guidance and quality assurance;
D) Advocacy, partnerships, fundraising and United Nations coordination; and
E) Governance and independent oversight.

315. Each of the results pillars contains a series of services and products that cover the main areas of work of various WFP offices and facilitate the monitoring of resource use throughout the year, as shown in figure 13.

316. As noted in the management plan for 2018–2020, WFP has consistently received contributions significantly in excess of management plan forecasts in recent years. As a result, the organization had a balance at the end of 2017 that will allow investments in corporate priorities. These priorities include transfers into the immediate response account to enable WFP to allocate funds swiftly to emergencies, implementation of the IRM and resource mobilization from individual donors. The priorities are consistent with results pillars and outputs included in the management performance structure.

317. The following sections describe management performance in each results pillar. Each section includes a discussion of the key performance indicators, followed by examples of initiatives undertaken in the area. The indicators are reported in full in annex IV-A.

Results pillar A – Strategy and direction

318. The outcome statement for this results pillar is: "WFP leadership guides the organization with robust and transparent decision-making that is continuously improving to fulfil WFP's mandate in the best way possible." The pillar encompasses all activities, services and products that relate to the strategic steering of WFP and to investments in improving WFP's performance through change management initiatives.

319. Three key performance indicators are used to reflect the impact of work in this results pillar. Two are category II[73] indicators, which reflect WFP's management priorities, and one is a category I indicator to be planned and reported on regularly.

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[73] As defined in the CRF.

Key performance indicators

A.i.i. Percentage of achievement of IRM milestones

320. The rollout of the IRM was a corporate priority in 2017. After the Board approved the IRM framework in November 2016, WFP made good progress in rolling out the framework to country offices and met 100 percent of its 2017 milestones.

321. To date, WFP has supported more than 60 countries in carrying out zero hunger strategic reviews. In 2017, the Board approved 20 full country strategic plans (CSPs), five interim country strategic plans (ICSPs) and three short-term ICSPs. In addition, 37 country offices prepared transitional ICSPs (T-ICSPs), which were approved by the Executive Director, bringing the total number of country offices operating within the IRM framework to 65 as of 1 January 2018.

322. Lessons learned during the year were used to refine the CSP framework, country portfolio budget structure and CRF and to streamline the resource migration process. Regional workshops targeted learning and strengthened capacities in country offices, regional bureaux and headquarters. WFP systems such as the WFP Information Network and Global System (WINGS) and the country office tool for managing effectively, COMET, were successfully reconfigured in 2017 to accommodate the new requirements and create clear links between resources and results.

A.i.ii. Percentage of implementation of policies approved by the Board in 2017

323. This indicator measures the extent to which recently approved policies have appropriate institutional frameworks, are allocated adequate human and financial resources and have monitoring and evaluation mechanisms in place. The indicator measures results in five areas according to recommendations issued by the WFP Office of Evaluation, which in turn are based on WFP's criteria for policy evaluations defined in the CRF. This indicator is being used for the first time, and its value of 69 percent in 2017 reflects the average implementation of policies approved since 2015. Progress varied between policies introducing new concepts or areas of work such as climate change, for which 59 percent of the actions needed for implementation were carried out, and those building on previously existing policies, for which 93 percent of required actions were carried out.

A.ii. Employee engagement rate

324. The employee engagement rate is included in results pillar A because it reflects the outcome of a large variety of initiatives in WFP, from aspects related purely to management to internal communications and operational aspects that have a direct impact on the working and living conditions of WFP staff. Most of the activities in this results pillar have a direct or indirect impact on the indicator.

325. Results regarding the employee engagement rate are based on feedback from the global staff survey, which is typically undertaken every two to three years. The last survey was conducted in April 2018, and its results will be used for the 2018 APR. The most recent value currently available, 70 percent, comes from the 2015 global staff survey. While engagement levels are driven primarily by managers, in 2017 the Human Resources Division (HRM) undertook a number of initiatives for increasing staff engagement, such as leadership and management development programmes, strengthened approaches to talent acquisition and re-assignment and the development of an induction programme for all new employees in every WFP office.

Initiatives

326. To inform strategic decision-making and contribute to corporate-level analyses of operations, WFP gathers information from consultations, corporate documents and strategic meetings and events. The latter include events like the global management meeting.

327. The global management meeting is an annual meeting of WFP's senior staff. The 2017 meeting focused on WFP's internal control and risk management processes. The meeting produced a set

of action points for all parts of the organization, which seeks to strengthen WFP's approach to enterprise risk management and reshape its risk management culture.

Results pillar B – Business services to operations

328. The outcome statement for this results pillar is: "WFP implements processes and procedures in ways that balance decentralization and segregation of duties with the advantages of economies of scale to support operations in the most effective, efficient and economical way possible." This pillar contains mainly transactional work carried out in regional bureaux and headquarters on behalf of operations. It also includes the design and maintenance of software systems, which are carried out centrally to harness economies of scale, and other centrally managed processes.

329. Most of the work carried out by regional bureaux and headquarters is classified in this pillar, which is the pillar most directly related to programme results. Three key performance indicators are used to measure progress in the implementation of activities in pillar B. All three are category I indicators, which means that they will continue to be reported in the future.

Key performance indicators

B.i. Percentage of the staff deployed to emergencies who were selected from internal rosters

330. This indicator reflects the effectiveness and efficiency of WFP's emergency staff deployment system. In 2017, 21.8 percent of the staff members deployed to emergencies were selected from internal rosters. WFP has a number of other mechanisms for supporting emergency response, however, including standby partners, the Fast Information Technology and Telecommunications Emergency Support Team, functional rosters, regional rosters and direct appointments by senior management. The emergency response roster was never intended to replace these other mechanisms. It was designed as a mechanism for Level 3 emergency responses and obligatory release by managers relates only to Level 3 responses and is triggered only through the internal roster system.

B.ii. Percentage of tonnage delivered in the right quantity, of the right quality and on time to targeted populations

331. This indicator measures the extent to which the supply chain provides inputs for operations effectively, reflecting the combined work of country offices, regional bureaux and headquarters and collaboration with local authorities, partners and communities. In 2017, 48 percent of planned inputs were delivered of the right quality and on time to targeted populations.

B. iii. Percentage of cash-based transfers (CBTs) delivered on time to targeted populations

332. This indicator reflects the effectiveness and efficiency of the CBT modality, which is becoming increasingly important as WFP scales up its use of CBTs. Results for 2017 show that 47 percent of CBTs were delivered in the month for which they were planned.[74]

Initiatives

333. As the IRM began to be adopted throughout WFP in 2017, regional bureaux and divisions at headquarters provided guidance to country offices. WFP processes and functions were adapted to the new requirements with the support of field missions, workshops and consultations, and through the development of corporate tools and guidance. Special efforts were made to prepare

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[74] Two key performance indicators were calculated using the food and CBTs delivered under agreements with implementing partners: percentage of tonnage delivered in the right quantity, of the right quality and on time to the targeted populations; and percentage of CBTs delivered on time to the targeted populations.

offices for technical upgrades such as resource migration, which is fundamental to operational continuity in the face of organizational change. In parallel, WFP introduced a central intelligence mechanism, Salesforce, which drives resourcing for the organization and facilitates new partnerships and diversification of the donor base.

334. At the country level, the effectiveness of supply chains is constantly being examined and improved, as witnessed in Ethiopia. WFP provides food assistance in Salahad and Lagahida, two of the most isolated and impoverished districts in the Somali region of the country. The journey from the regional capital took three or four days as the direct route was cut off by the Wabe Shebele River. To reduce travel time, WFP engineering staff constructed an 80 m bridge and 630 m of approach roads. The project reduced the distance travelled by – and thus the travel time for – WFP trucks by more than 800 km, saving 3.2 mt of carbon dioxide emissions per trip and USD 400,000 a year in transportation and fuel costs. It is also estimated to have increased mobility and market access for 127,000 people in three districts.

Results pillar C – Policy, guidance and quality assurance

335. The outcome statement for this results pillar is: "WFP maintains high standards in its internal norms, policies and tools and has capable staff who ensure that its operations are designed and implemented to meet the needs of the people it serves." To ensure high standards, this pillar contains activities such as policy design, the development of material to support the implementation of policies and the response to country offices' requests for guidance and support. It also includes the monitoring of compliance with policies, advisory work provided by subject experts, and oversight and compliance activities. The activities in this pillar are implemented by headquarters and regional bureaux and complement some of the direct support provided by technical units in pillar B.

336. Results pillar C is the second largest in terms of activities performed by regional bureaux and headquarters. Three key performance indicators are used to measure progress in the implementation of activities in this pillar.

Key performance indicators

C.i. Percentage of CSPs that meet quality standards

337. Many approved policies are expected to have direct impacts on operational design with regard to both the programmatic aspects reflected in the CSPs and logical frameworks and the management aspects, such as the country portfolio budgets. Advisory services and the provision of sufficient and relevant information for staff will improve CSP standards over time.

338. The percentage of CSPs and ICSPs that meet quality standards at first submission is measured by calculating changes in the line of sight between first submission of the CSP or ICSP document for the Board's electronic review process and final presentation for approval at the relevant Board session.

339. In 2017, 23 CSPs and 5 ICSPs were approved by the Board. Of these 28 eight plans, or 32 percent, were subject to a change in the line of sight after the electronic review process. The remaining 68 percent were therefore considered to have met quality standards at first submission.

340. Building on the lessons learned from the first wave of CSPs and ICSPs, management has convened a broad consultative working group of staff from headquarters, regional bureaux and country offices to streamline the programme review process. This is expected to lead to changes in how this key performance indicator is calculated in 2018.

C.ii. Percentage of country offices with complaints and feedback mechanisms in place

341. The presence and adequate use of complaints and feedback mechanisms in WFP operations is vital to fulfilling WFP's commitment to providing accountability to affected populations. It is also essential to ensure that information obtained through these mechanisms is fed back into operational decision-making. Reflecting the ongoing implementation of WFP's Strategy for

Accountability to Affected Populations (AAP),[75] the percentage of country offices[76] with complaints and feedback mechanisms in place rose from 71 percent in 2016 to 86 percent in 2017.

C.iii. Percentage of WFP offices using the emergency preparedness and response package

342. The EPRP is managed by the Emergency Preparedness and Support Response Division in headquarters, but it is being rolled out to all functional areas in country offices. The indicator reflects the organizational effort made through different areas of expertise to be ready to respond to emergencies without compromising the quality of operations or the safety of staff. It directly measures the extent to which WFP offices match their emergency preparedness and response capacity to identified risks by putting in place minimum and advanced preparedness actions.

343. The package was revamped in May 2017 to include more context-specific minimum preparedness actions and new actions related to transfer modalities such as CBTs. A redesigned web-based tracker was released to country offices in November 2017. Data entry for the indicator was not complete by the end of 2017 so it was not possible to generate a value for the indicator from regular systems for this report. The value will be calculated in 2018, when the 2016 value of 61 percent will be used as the baseline.

Initiatives

344. This pillar includes most of WFP's training initiatives. One of the major training programmes conducted over the past few years has been the programme learning journey.

345. The programme learning journey seeks to support programme and policy staff and a group of selected country directors and deputy country directors in acquiring knowledge and skills to help them be more successful in their jobs and in achieving zero hunger. The initiative is being delivered during a critical time as WFP implements and mainstreams the IRM. The programme learning journey not only helps staff lead change across the organization, but also ensures that they are equipped to contribute effectively to the CSP process in both emergency and development settings.

346. Since 2014, 253 staff members from 81 country offices have successfully graduated from phase 1 of the programme learning journey. In 2017, 53 staff members from 33 countries graduated – 7 country directors and deputy country directors and 46 heads of programme and other future leaders in the policy and programme function. Also in 2017, phase 2 was delivered to 46 staff members from 36 countries. In 2017, national officers represented more than 30 percent of all phase 1 participants and nearly 40 percent of the phase 2 group, reflecting WFP's increasing investments in this essential cadre of staff.

347. Over the same period, WFP also invested considerable resources in training to strengthen country offices' skills in engaging with partners, with courses such as engaging with host governments for country directors and deputy country directors and regional partnership workshops in five regions. Staff from 81 country offices were involved, with 229 participants – more than a quarter of whom were country directors, deputy country directors and deputy regional directors – attending the training in engagement with host governments and 176 staff members participating in the regional workshops.

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[75] WFP. 2017. *WFP's Strategy for Accountability to Affected Populations (AAP)*. Rome. http://fscluster.org/document/wfps-strategy-accountability-affected

[76] This indicator is calculated using information from 72 country offices that had operations in 2017 with tier I (i.e. direct) beneficiaries who could benefit from complaints and feedback mechanisms. It excludes country offices that carried out only capacity strengthening activities.

Results pillar D – Advocacy, partnerships, fundraising and United Nations coordination

348. The outcome statement for this management results pillar is: "WFP collaborates with host and donor governments, NGOs and the private sector to align priorities and mobilize resources, advocate for zero hunger and partner with United Nations agencies, including the Rome-based agencies, in contributing to the achievement of the [SDGs]." This pillar includes activities related to resource mobilization and partnerships, communications and branding, and coordination among United Nations agencies and among different sectors. As WFP's funding model is based on fundraising and advocacy, PSA funds are allocated at all organizational levels, including country offices. WFP offices located in donor capitals or those dedicated to liaising with other United Nations agencies are also funded through activities in this pillar.

349. Four key performance indicators are used to measure progress in the implementation of activities in this pillar.

Key performance indicators

D.i. Percentage of cluster surveys achieving satisfactory targets

350. The cluster system is an essential coordination mechanism in emergency responses and as such it is the focus of much of WFP's efforts in developing partnerships with other United Nations agencies, NGOs and other entities. The indicator measures the extent to which the clusters in which WFP plays a leading role – logistics, emergency telecommunications and food security – fulfil the needs and expectations of partners.

351. The global logistics cluster team carried out nine user surveys in 2017 to obtain feedback on the effectiveness and efficiency of the cluster's activities. Of the 390 respondents, 94 percent reported being satisfied with the cluster, an increase from 2015 and 2016 when the satisfaction rate was 92 percent. In 2017, the cluster team also piloted surveys of customer satisfaction during new emergencies. The surveys were conducted a month after the start of an emergency response, when the target was 70 percent of respondents satisfied with the cluster, and immediately before deactivation of the response, when the target was 90 percent satisfied. The exercise was completed for the Hurricane Matthew response in Haiti, with 85 percent satisfaction reported at both the beginning and the end of the emergency response.

352. In 2017, the emergency telecommunications cluster conducted surveys in Iraq, Nigeria and Yemen to evaluate user satisfaction with the cluster's services in these countries. About 88 percent of survey respondents reported being satisfied with the services deployed and supported by the cluster in these operations, exceeding the target of 80 percent. User satisfaction in Yemen rose from 83 percent in 2016 to 87 percent in 2017 following better coordination of the cluster in the country and efforts made by the cluster team to meet requirements for information and communications technology in humanitarian response. The cluster also did very well in Nigeria where 96 percent of users reported satisfaction following the Nigeria cluster team's constant efforts to increase the quality of services and meet demand with new solutions. Records show that all 93 survey participants were satisfied with radio programming, radio training and satellite-based voice services, which is unprecedented for the cluster.

353. In 2018, the emergency telecommunications cluster team plans to continue collecting feedback from partners and users in emergencies as part of its monitoring and evaluation work. The cluster will seek to strengthen monitoring and evaluation of new services, including services for communities, to gauge their performance. It will continue to engage with partners on assessing the quality of cluster services provided to EMOPs and ensure that they meet users' requirements.

354. The global food security cluster's annual survey of its partners indicated that 70 percent felt that the cluster was meeting their organizations' expectations in supporting food security programmes. This finding is supported by the results of country cluster performance monitoring, which measures cluster performance in six functional areas: supporting service delivery; informing strategic decisions of the humanitarian coordinator and humanitarian country team; planning and implementing cluster strategies; monitoring and evaluating performance; building national capacity in preparedness and contingency planning; and advocacy and accountability to affected populations. The average user satisfaction rating in the 21 countries surveyed in 2017 was 77 percent.

D.ii. Percentage of achievement of outputs in partner operations

355. This indicator gauges the effectiveness of WFP's operational partnerships in the field, which has a direct influence on the achievement of WFP's outcomes. It measures progress towards the planned outputs of activities implemented with partners, particularly in terms of beneficiary figures and tonnages and CBTs delivered. In 2017, WFP achieved 71 percent of all planned outputs in operations with partners.

D.iii. Percentage of gross funding needs met

356. As WFP is funded by voluntary contributions, the value for this indicator is a direct reflection of the resource mobilization efforts carried out at all levels of the organization. In 2017, WFP's contribution revenue was a record USD 6.0 billion to support a programme of work of USD 9.8 billion. The total amount of contributions signed during the year, including multi-year contributions, was USD 7.1 billion. This was also a record year in terms of the proportion of total requirements covered, which reached 68 percent of the 2017 programme of work. In 2018, WFP will focus on augmenting the scope of funding streams, intensifying engagement with emerging donors and exploring new financial instruments and fundraising mechanisms to provide additional resource opportunities to meet the needs of its programme of work. Intensified partnerships with host governments are fundamental to WFP's work and programme resourcing. The quality of funding will also remain a priority and WFP will take steps to encourage the provision of more predictable and unearmarked funds.

D.iv. Percentage of favourable messages in mainstream media

357. This indicator reflects how WFP is portrayed in international and selected local media, which is important in building a positive image and managing reputational risks. In 2017, the share of favourable messages in mainstream media was reported at 95.5 percent.[77] From 2018 onwards, WFP will direct its attention to implementation of the new private-sector partnership and fundraising strategy (2018–2021). Indicators related to the strategy will be included in the future.

Initiatives

358. As noted in paragraph 356, WFP received record contributions in 2017. To foster increased contributions, WFP applied several mechanisms for mobilizing resources from donors, host governments and public institutions, including contributions of in-kind food, cash or logistics services, and twinning arrangements. WFP's designated custodians of partnerships with contributing donors continued to maintain strategic relationships with the largest donors while nurturing and strengthening relations with donors that signalled a potential increase in their contributions. Notable developments in 2017 include WFP's intensified engagement with emerging partners such as China, the Republic of Korea, the Russian Federation, the Gulf Cooperation Council and financial institutions, and with mechanisms such as the African Development Bank and the Green Climate Fund.

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[77] Results for the four quarters of 2017 were 96 percent, 92 percent, 97 percent and 97 percent.

359. WFP's new private-sector partnership and fundraising strategy (2018–2021) will mark the first time that WFP makes the strategic choice to invest in an ambitious plan for increasing its engagement with the private sector. The strategy will outline WFP's corporate approach and include a clear demonstration of the potential for raising funds from and building partnerships with the private sector, a timeline with milestones and funding goals, and information on the investments required.

360. In inter-agency partnerships, in 2017 UN-Women requested WFP's expertise to support its Executive Director and senior management in identifying opportunities for achieving savings, becoming more agile and better supporting country-based offices. Working closely with UN-Women, WFP created a task force and made several recommendations, which are expected to lead to sustainable efficiency and effectiveness gains. One of the recommendations entails identifying the right levels of centralization of transactional processes in headquarters and regional offices, covering areas such as human resources, finance and procurement.

361. Another major inter-agency process in 2017 was the United Nations reform process. In close consultation with entities in the United Nations development system, WFP contributed to development of the United Nations system-wide strategic framework during the second half of 2017. WFP also participated in the 34th session of the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination. WFP led the system-wide discussion on addressing threats to achieving the SDGs in a coherent manner, on applying an analytical framework for risk management and resilience and how such a framework might have altered United Nations responses to past events. The committee requested that WFP continue to play a leading role in promoting use of the framework in cooperation with other mechanisms and actors.

362. In a separate discussion convened by the United Nations System Chief Executives Board for Coordination, WFP and the United Nations Children's Fund (UNICEF) were jointly tasked with leading efforts to establish a data innovation lab. Through a series of workshops and discussions with senior leaders, a proposal for establishing a new inter-agency initiative focusing exclusively on data innovation was presented to and endorsed by the United Nations High-Level Committee on Management. Integrated into the United Nations Innovation Network, the initiative will work to improve knowledge exchange, manage partnerships and strengthen data innovation capacities throughout the United Nations.

363. Together with UNICEF, WFP chairs the United Nations Innovation Network, an informal, collaborative community of United Nations innovators. To increase its impact and reach, the network will appoint a full-time coordinator and additional support. It will also use its insights, reach and connections in advising the United Nations System Chief Executives Board for Coordination and its related entities on issues related to innovation.

Results pillar E – Governance and independent oversight

364. The outcome statement for this management results pillar is: "WFP applies good governance, provides assurance to donors and disseminates information on performance." This pillar includes activities related to the assistance provided to operation of the Board and related activities, the independent functions of evaluation, investigations and audits, and certain transparency initiatives. Activities in this pillar are carried out exclusively at headquarters.

365. Three key performance indicators are used to measure progress in the implementation of activities in this pillar.

Key performance indicators

E.i. Percentage of actions requested at Board sessions implemented by the agreed deadlines recorded in follow-up tables

366. This indicator measures the effectiveness of the WFP Secretariat in implementing the requests and recommendations made by the Board during its formal sessions, in addition to the formally approved decisions. The indicator is calculated from a list of actions drawn up after each Board session and endorsed by the Executive Board Bureau. Each agreed action is accompanied by an implementation timeline. The indicator was defined and used for the first time in 2017.

367. In 2017, WFP completed 92.6 percent of the actions that were requested by the Board at the four Board sessions held between November 2016 and November 2017 and that had an implementation deadline between 1 January and 31 December 2017.

E.ii. Number of outstanding high-risk audit recommendations

368. Recommendations derived from the findings of independent and external oversight reports drive continuous improvement in WFP programmes, policies and processes, and addressing these recommendations is a vital part of the design and implementation of operations. This indicator measures the extent to which management is responding effectively to recommendations regarding the high risks revealed in audit reports. In 2017, there were 30 outstanding recommendations, which is more than the 22 outstanding recommendations recorded in 2016. WFP considers that the primary driver of the increase is the shift towards thematic audits and audits of offices with higher risks as part of the audit strategy of the Office of the Inspector General. While evaluation recommendations are considered in the annual evaluation report, this indicator measures the extent to which management is responding effectively to major recommendations from audits. There were four outstanding recommendations in 2017, which is fewer than the eight recommendations recorded in 2016.

E.iii. WFP's ranking in the transparency index of the International Aid Transparency Initiative

369. This indicator is considered in pillar E as one of WFP's main transparency initiatives, above and beyond the IRM. WFP has been an active participant in the International Aid Transparency Initiative (IATI) since 2012, and the quality of its published data is well recognized. The IATI dashboard assesses all IATI publishers by awarding scores in three dimensions, depending on how timely, forward-looking and comprehensive their publications are. The scores are then adjusted by the proportion (by value) of each publisher's activities that are covered in its IATI data (coverage) and the publishers are ranked according to the adjusted scores. The baseline for this indicator (from 2016) was a ranking of 1 and a score of 95. WFP has kept its number 1 ranking among the more than 500 aid agencies and organizations that participate in IATI. The latest score in 2017 was 94, close to the level in 2016, reflecting WFP's commitment to sharing its financial data in a timely and transparent way.

Initiatives

370. In 2017, WFP sought to systematically embed the use and planning of evaluation into the policy and programme cycle as part of its work to support informed strategic decision-making. Examples of this work include the development of regional evaluation synthesis reports to support the formulation of CSPs, and corporate support to the WFP decentralized evaluation function to enable country offices to commission and manage evaluations that help them to address their learning needs.

371. With regard to accomplishment of the biennial programme of work of the Board approved at the 2016 second regular session,[78] 83 percent of the planned items were tabled on the agendas of

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[78] WFP/EB.2/2016/11/Rev.1.

Board sessions in 2017. The Board Secretariat facilitated a large number of Board events, including three formal sessions and one special session, several informal consultations, round tables and briefings, and meetings of the Bureau. The Secretariat also provided support for Audit Committee meetings and for high-level visits. Board-related activities included field visits of Board members and participation in the joint meeting of the governing bodies of United Nations funds and programmes.

372. With implementation of the IRM, particularly the processes related to drawing up and reviewing CSPs, the volume of work of the Board Secretariat has increased exponentially, both in producing Board documentation (with an increase of 33 percent compared with 2016) and in facilitating informal consultations. Additional meetings on oversight matters were also required during 2017, at the request of the Board members.

373. With regard to transparency, implementation of the IRM framework was an opportunity for WFP to review and redefine its communication of critical information to Member States and donor partners. In the second quarter of 2018, WFP expects to launch an online portal to give Member States access to activity-level information on programmes, financing and performance in countries operating within the IRM framework. Planning information will be available by country, Strategic Result (SDG target), strategic outcome, activity and year and will include variables such as assistance modalities. The online portal will be periodically updated with information on expenditures, net funding requirements, resource contributions, outputs delivered and performance indicators. Until the portal is functioning, this information is being provided through country operation management plan and management plan documents. Information and data from these two sources will be integrated into the online portal from June 2018 onwards.

374. WFP published its financial statements on time and received an unqualified opinion from the External Auditor. Financial information was also provided periodically to the Audit Committee and the Board in accordance with set timelines.

Value for money

375. WFP's mission statement underscores that in carrying out its mandate, it will concentrate on doing what it is best suited to do with the resources available as cost-effectively as possible. WFP's drive to find the most effective, efficient and economical way of delivering its programme of work is also set out in the "Country Office Guide to Value for Money Reporting" and "Value for Money through Management" published in January 2015.[79] In this context, the assessment of value for money is based on an account of WFP's ability to achieve its programme results (effectiveness) and its capability to deliver these results in the best possible way (effectiveness, efficiency and economy).

376. The results described in parts IV and V of the APR and the initial analysis of the financial situation found in part II indicate that WFP demonstrates a reasonable degree of effectiveness, efficiency and economy:

a) *Programme performance (effectiveness)*: Analysis of outcome-level indicators shows that programme performance for the achievement of Strategic Objectives related to SDG 2 was positive overall in 2017. WFP was effective in responding to emergencies, contributing to malnutrition treatment and prevention programmes in areas with high malnutrition rates, and supporting smallholders around the world. For SDG 17, the assessment of effectiveness is not as clear. While capacity strengthening is an increasingly important part of WFP's operations in a number of country offices, data were insufficient to allow a corporate-level assessment of performance. As outlined in part IV, however, WFP was able to meet targets for 59 percent of outcome indicators and to demonstrate some progress for 74 percent.

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[79] According to these internal WFP documents "economy" means reducing the cost of resources used for an activity, with regard for maintaining quality; efficiency means increasing output from a given input or minimizing input for a given output, with regard for maintaining quality; and effectiveness means successfully achieving the intended outcomes of an activity.

b) *Management performance (effectiveness, efficiency, and economy)*: Overall positive performance is also reported for the management performance of country offices, regional bureaux and headquarters offices: as shown in paragraph 309, country offices reached an average of 72 percent of their management indicator targets. Of the other 19 management performance indicators reported on, WFP met targets for 8 and made some progress on the remaining 11. Further evidence of positive progress is provided by the specific initiatives described in the sections on each management results pillar.

c) *Economy (programme and management performance)*: The analysis of financial performance in part II indicates a healthy financial situation overall. It also suggests that in 2017 WFP was able to provide greater programme outputs with relatively small increases in staff and other costs. While economies of scale may partly explain this achievement, the change in the composition of expenses between 2016 and 2017 indicates that there were also efficiency gains. Full rollout of the IRM and application of the new appropriation lines and results pillars in the management plan will allow conclusive corporate-level analysis to be carried out for the 2018 APR.

Connecting to beneficiaries: using digital platforms for beneficiary registration and information

377. WFP continued to expand the use of its digital beneficiary and transfer management platform, SCOPE, and to implement digital initiatives to enhance performance and strengthen controls in country offices. In 2017, the number of identities of beneficiaries and potential beneficiaries stored in SCOPE grew from 19.2 million to 25.3 million. By the end of the year, 64 countries were at various stages of applying the standard beneficiary and transfer tools, with most of them using SCOPE for registration, transfers or both, including in six Level 3 emergencies.[80]

378. With finalization and publication of the *WFP Guide to Personal Data Protection and Privacy* in 2017,[81] WFP took steps to establish a more robust framework for ensuring the security of personal data on beneficiaries, beginning with the capture of informed consent as a standard practice during WFP's beneficiary registration activities.

Corporate and organization-wide improvements

379. Significant efficiency gains were achieved for both CBTs and food transfers across WFP operations in 2017. For CBTs, WFP sought to improve efficiency and economy by using blockchains to cut delivery costs. In Azraq camp in Jordan, 10,500 Syrian refugees now pay for their food through a blockchain platform. Since May 2017, more than USD 2.1 million has been paid through the system in more than 250,000 transactions. The switch from traditional financial service providers (FSPs) to blockchain technology has brought a multitude of benefits, including elimination of most of the 1.5 percent banking fees charged by FSPs; a reduction in the risk related to post-factum payments by removing the need for advance payments to FSPs; protection of beneficiaries' privacy, as beneficiary data no longer need to be shared with the FSP in order to enable distributions; greater accountability through real-time reconciliation of transactions; and greater control and speed thanks to having fewer administrative processes.

380. For food transfers, WFP's Supply Chain Division reported USD 140 million in productivity gains in 2017, which translates into 300–400 million more meals for beneficiaries. These efficiencies resulted primarily from recent organizational changes and improvements, including integrated end-to-end supply chain planning and optimized use of advance financing mechanisms such as the Global Commodity Management Facility; compliance of WFP's food procurement with industry standard practices, and use of market intelligence; and innovations.

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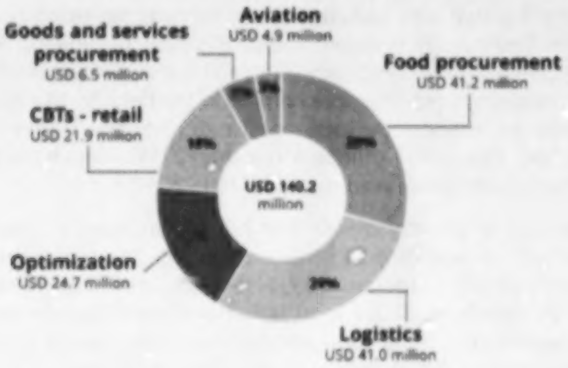
[80] In Bangladesh, the Democratic Republic of the Congo, Iraq, Nigeria, South Sudan and the Syrian Arab Republic.

[81] Available at https://docs.wfp.org/api/documents/e8d24e70cc11448383495caca154cb97/download/

Figure 14: **Breakdown of productivity gains, by supply chain area**



381. An innovation introduced in 2017 was the deployment, in collaboration with the private sector, of a new parachute system, the 3 Ring Release Deployment System, to airdrop vegetable oil and specialized nutritious foods in South Sudan. This system allows airdrops from fixed-wing aircraft, rather than costly helicopter flights, and reduces losses in the field, helping the operation achieve USD 32 million in cost efficiencies in 2017. Through other innovative initiatives, WFP helps local retailers improve their supply chains in order to bring down prices, increase the availability of nutritious commodities, and increase transparency at retail outlets. In 2017, the purchasing power of beneficiaries in Lebanon increased by USD 13 million thanks to lower prices from improved retail supply chains. A major driver of this improvement was the organization of small retailers in order to facilitate bulk purchasing.

382. WFP also achieved productivity gains through new contract modalities for food procurement, complemented by market intelligence and selection of the appropriate food commodities. In the Syrian Arab Republic, USD 26.7 million was saved in 2017 by substituting chickpeas with green peas when the price of chickpeas shot up. The two products have the same nutritional value and also satisfied beneficiary preferences. Similarly, in Iraq, WFP achieved more than USD 14 million in productivity gains by optimizing the components of the food basket. This work was supported by Optimus, an in-house software system discussed in part VI.

383. Efforts were also made to streamline staff travel arrangements in order to increase efficiency and economy. In 2017, WFP introduced several policies for reducing the cost of staff travel, including elimination of the daily subsistence allowance when travelling overnight by air and the purchase of air tickets 14 days in advance for attendance at scheduled meetings and events. A new hotel programme, launched in the fourth quarter of 2017, is projected to cut the daily subsistence allowance costs of the organization by up to 25 percent.

Business transformation in invoice management, payment and disbursement processes

384. The Accounts Payable Unit and the Treasury Unit at headquarters are embarking on a multi-year change programme to improve WFP's management of invoices, payments and disbursements by introducing two digital tools: the Bank Communication Manager (BCM) and the Invoice Tracking System (ITS). These tools are complemented by procedural changes that seek to maximize the tools' potential.

385. The WINGS-based BCM change programme started in 2014. It aims to improve compliance and internal controls by connecting WFP directly to the SWIFT banking system network. The new tool reduces and harmonizes payment and disbursement activities, increasing efficiency and standardization. The country-based BCM programme operates through long-term agreements with selected partner banks. To date, BCM has been activated for more than 50 offices and more

than 800 users have been trained in its use. WFP plans to extend BCM to at least ten additional countries each year until all offices are connected.

386. In 2016, the Accounts Payable Unit launched ITS, which was developed in-house in collaboration with the Information Technology Division. The tool is easy to develop and customize and uses technology that is licence-free and economical to roll out and maintain. This has enabled WFP to deploy ITS globally, reaching even very small offices in the field. By the end of 2017, ITS was being used in headquarters, all regional bureaux, the United Nations Humanitarian Response Depot network and more than 25 country offices. More than 2,000 users have been trained, and more than 70,000 documents were processed through ITS in 2017.

387. A survey was conducted of country offices that have been using ITS for more than six months. The offices reported an average drop in invoice processing time of more than 50 percent and a 43 percent reduction in re-work required. They also noted several other benefits in line with WFP's digital transformation objectives. These include better business continuity and preparedness, no document loss, improved communication and collaboration among functions, "single points of truth",[82] and less time spent on investigations and replying to queries.

388. The ultimate goal of the accounts payable business transformation programme is to increase standardization and accountability in invoice management, payment and disbursement processes in all WFP offices. BCM, ITS and new standard operating procedures are a great stride towards the achievement of this goal.

Progress in people management in WFP

389. In 2017, the Human Resources Division (HRM) laid the foundations for major changes to come in 2018. In addition to improved emergency response recruitment, 2017 also saw a move away from traditional recruitment towards more proactive sourcing and recruitment of the workforce. To facilitate this new approach, HRM created the "future international talent pool" of pre-screened candidates for international job positions. The pool enables WFP to improve the quality and speed of selections, provide new career opportunities for WFP staff, collect better analytics and increase its attention to diversity and gender parity in the workforce. HRM revamped the internship programme and completed 148 international professional external recruitments from P2 to Assistant Secretary-General levels – an unprecedented number. A new framework for workforce planning was designed and piloted, and new dashboards and analytical tools were used to maximize the effectiveness of the reassignment process.

390. In line with the United Nations system-wide strategy on gender parity approved by the Secretary-General in September 2017,[83] WFP began work on a gender parity action plan, which is in the final stages of endorsement by management. The plan sets out actions in four pillars: talent acquisition, career and capability development, engagement and well-being, and accountability.

391. Continued progress was made in performance management. To harmonize and streamline performance management practices, the online probation process was extended to national staff. The enhancement allows newly hired national staff in selected offices to complete the probation process through the same online tool as is used for other performance management processes. Performance management completion rates for fixed-term and continuing staff members (the performance and competency enhancement exercise) remained among the best in the United Nations, and extensive capacity development initiatives on providing effective feedback and addressing underperformance were rolled out.

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[82] Meaning that each data element is stored at only one location within the system.

[83] United Nations. 2017. *System-wide strategy on gender parity*. New York. https://www.un.int/sites/www.un.int/files/Permanent%20Missions/delegate/17-00102b_gender_strategy_report_13_sept_2017.pdf

392. To support implementation of the IRM framework in 2018, HRM continues to engage with the regional bureaux and country offices in organizational alignment reviews, which aim to ensure that effective organizational structures and sufficient personnel with the rights skills are in place to deliver on the CSPs. HRM has embarked on the organizational alignment project, which will help to make organizational reviews more strategic and consistent. To support the review process, HRM has also revamped the "designing a dynamic WFP" toolkit, which is now available to all potential users. During the course of 2018, the toolkit will be tested in organizational alignment reviews and enriched with additional practical guidelines and tools. HRM continues to strengthen global human resources capacity through organizational alignment missions, building on the IRM learning curriculum; in 2017, face-to-face training was provided to more than 80 human resources officers.

393. The digitalization of HRM processes continued in 2017 and led to reduced administrative burdens for employees, managers and human resources personnel, creating more space for value adding activities:

a) The self-service platform was expanded allowing employees and managers to complete a number of administrative, data-based tasks in a few clicks while automatically updating records in WINGS.

b) The e-recruitment system launched at the end of 2016 is estimated to have reduced the recruitment process time by 30 percent.

c) Important progress was made in integrating workforce with other corporate data and systems to support automation, data analytics and data-driven decision-making.

394. HRM played a critical role in fostering an ethical workplace by leading the working group that reviewed WFP's policy on protection from harassment, sexual harassment, abuse of authority and discrimination. The group also identified measures for protecting employees from abuse more effectively.

Staff housing, accommodation and wellness

395. Through wellness initiatives in 2017, WFP protected about 5,000 employees from potentially deadly infectious diseases through 15,000 vaccinations. The organization also facilitated 4,000 medical consultations in medically underserved areas and provided better living conditions for thousands of staff members by upgrading more than 40 guesthouses at a total cost of USD 14 million. The WFP accommodation platform is serving as a model for other United Nations agencies establishing similar platforms and is becoming the United Nations common standard for accommodation services. Country offices are tackling staff wellness issues, with 17 staff wellness committees set up or consolidated in regional bureaux in 2017. As a result, a canteen serving healthy food is being set up in the Congo, gyms have been opened in Afghanistan, Chad and South Sudan and exercise groups have been formed in Lesotho and Nigeria. About 71 percent of staff members believe that wellness is their own responsibility, so with support from WFP staff will do all they can to stay healthy and fit and perform their jobs better. In 2017, a total USD 8 million was allocated to a special account to support wellness programmes including medical and psychosocial health initiatives.

Achievements in country offices

396. Value for money and its three components – efficiency, effectiveness and economy – underpin all of WFP's work. In 2017, efforts were made to capture value for money at the country office level (see box 7). The 12 annual country reports (ACRs) finalized at the end of March 2018 contain analysis of resources for results, an initial step towards presenting the effectiveness and efficiency of programmatic work through the CRF.

Box 7: Value for money in Myanmar

The Myanmar country office embraced the concept of value for money by introducing it into field-level agreements with cooperating partners and developing a methodology for considering value for money during the annual performance planning process. The following are examples of how the country office implemented a cost-conscious, efficient and effective operation in 2017.

Effectiveness: During the Level 3 emergency response in Rakhine State, WFP was one of only a few United Nations organizations with access to affected areas, coordinating with the Government to launch an effective emergency response that has provided 2,515 mt of food to 131,975 conflict-affected people. WFP was able to adapt its priorities quickly, work with local suppliers for swift turnaround and relocate staff within the country to augment the response. The bulk of activities were managed by existing personnel, with only two staff members temporarily deployed from outside the country to support the response.

Efficiency: As the country office started to implement its CSP, it followed an organizational readiness process to ensure that people with the right skills were in place. WFP also invested in preparedness capacity to enable more efficient and timely responses to emergencies in risk-prone areas and to reduce disaster risk by strengthening the capacities of government partners and running simulation exercises in these areas; pre-positioning supplies; engaging in long-term agreements with suppliers; and making standby arrangements with cooperating partners.

Economy: The country office continued to adopt cost containment practices, including co-locating offices with other United Nations agencies such as FAO, the Office of the United Nations High Commissioner for Refugees, UN-Women, the United Nations Development Programme and the United Nations Office for the Coordination of Humanitarian Affairs. WFP also optimized supply chain costs while maintaining the agility to respond in the volatile conditions in Myanmar. For example, savings of USD 0.8 million were generated by introducing a new type of pulses with the same nutritional benefits as the pulses provided originally. WFP also kept a stock of emergency response equipment, which was used during rapid emergency responses, helping to contain costs.

Innovations

397. To design and test new solutions to global hunger and foster a culture of innovation, WFP established the Innovation Accelerator in Munich, Germany in 2016. The accelerator provides a creative, collaborative and fast-paced environment that allows entrepreneurs to develop their ideas. It was cited as one of the most innovative companies in the food category by Fast Company Magazine in 2017. Since its inception, the Innovation Accelerator has supported 28 projects. Several of these – including hydroponic planting techniques (see box 8) – are now being introduced into WFP operations. The following are some of the innovations launched and/or expanded in 2017.

398. *SCOPE CODA*: The conditional on-demand assistance (CODA) tool is the result of an evolution from an innovative project called MAPS.[84] The El Salvador country office initiated the development of CODA, which was developed further and tested with support from the Innovation Accelerator. During a successful pilot in a social protection programme in El Salvador – the malnutrition treatment and prevention programme NUTRIMOS – in 2017 CODA increased the efficiency of programme monitoring by enabling NUTRIMOS field workers to capture and enter data directly into specially designed devices connected to the WFP database. This cut down on paperwork and freed up resources, giving WFP the potential to increase the number of people benefiting from NUTRIMOS by 20 percent. In collaboration with the nutrition and technology divisions at headquarters, the Innovation Accelerator is planning to offer SCOPE CODA as a corporate tool to WFP country offices. So far, SCOPE CODA has been adopted by the South Sudan and Uganda country offices, where it is being used to digitalize data for malnutrition treatment programmes implemented by WFP in partnership with UNICEF.

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[84] MAPS is a monitoring tool that optimizes social protection programmes by enabling the capture, compilation, integration and [illegible] programme inf[illegible] and outcomes in real time.

399. *Maano*: In Zambia, WFP launched the Maano Virtual Farmers' Market, an app-based marketplace that connects farmers to buyers and enables them to trade on a trustworthy platform and negotiate fair deals and prices. Since its launch in May 2017, Maano has handled more than USD 40,000 in crop trade, injecting revenue into rural economies.

400. *ShareTheMeal*: In 2017, WFP's award-winning fundraising app for smartphones, ShareTheMeal, raised more than USD 4.8 million, which has helped to support WFP's emergency responses in Nigeria, South Sudan, Yemen and elsewhere. ShareTheMeal also helps WFP communicate and share its message with new audiences, especially young people, through new features such as "camera giving"[85] and the gifting of meals on behalf of other people.

Box 8: Hydroponics as a solution to food insecurity in non-fertile, arid or urban areas

In 2016, WFP began testing the use of hydroponic planting techniques in helping to increase the food security and resilience of people in non-fertile, arid or urban areas. The techniques require no fertile soil and up to 90 percent less water and 75 percent less space than traditional agriculture. In the Algerian Sahara desert, semi-nomadic Sahrawi refugees grew animal fodder using adapted hydroponic production units, which were produced solely with locally available material and expertise. The availability of fresh hydroponic fodder has led to a 250 percent increase in milk production and has had a positive impact on animal health and survival rates, thereby contributing to improved diets (including protein intakes) and resilience for the Sahrawi refugees. The project has received an additional USD 750,000 from the Government of the United States of America to fund expansion in Algeria. WFP plans to extend the project to seven countries in 2018 and to launch an online hydroponics platform to facilitate the implementation of new projects. The Innovation Accelerator is working with WFP's Nutrition Division to integrate the use of hydroponics into nutrition-sensitive programmes.

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[85] In "camera giving" users share photos of their own food as a way of contributing to WFP feeding programmes via the app.

Part VI: Lessons and going forward

The report concludes with a presentation of lessons from WFP's operations during 2017 and the way forward in enhancing WFP's work as it responds to challenges in the future. The presentation of lessons focuses on insights from the first year of the IRM rollout. The discussion of the way forward examines each of the Executive Director's priorities for 2018, which include leadership in emergency preparedness and response, funding and partnerships for zero hunger, digital transformation of WFP, excellence in programme design and implementation, and simplification, efficiency and impact.

Lessons

401. The year 2017 will be remembered as one of transition and learning for WFP. With the rollout of the IRM and the initial group of CSPs "going live", WFP looks back at some of the main lessons it has learned thus far that could be applied as the remaining countries make the transition in 2018 and 2019.

402. Engaging a large number of stakeholders during the strategic review process and in the development of comprehensive, multi-year portfolios elicited various expectations and opinions regarding WFP's role in a country. By focusing on building evidence for WFP's value proposition based on recommendations and collective goals, the strategic reviews have helped to develop a shared vision and understanding of WFP's future work among partners. Governments are welcoming the opportunity to align WFP's work with national plans, including economic and social development plans. CSPs are also facilitating more effective partnerships with governments and the transfer of capabilities, helping WFP to increase its focus on exit strategies.

Strategic review process

403. Since 2014, WFP has supported more than 60 countries in initiating a zero hunger strategic review, leading to the approval of 23 CSPs by the end of 2017. Engaging a wide range of stakeholders in the process proved to attract active participation by diverse partners, foster existing relationships and generate new synergies between WFP's programmes and those of other actors. At the Regional Bureau in Johannesburg, an IRM lessons learned exercise showed that the strategic reviews had proved invaluable in developing a common understanding of the many challenges to eliminating hunger in the countries concerned. Many country offices in other regions have reported the same finding.

404. Building on a central lesson, during initial discussions with the government in preparation for a zero hunger strategic review, WFP makes sure that the United Nations country team is fully briefed and invites other agencies, particularly the Rome-based agencies, to co-facilitate the review process and contribute technical and/or financial resources. The vast majority of strategic reviews can count on constructive contributions from United Nations agencies in the form of inputs to the review process as members of an advisory board and participation in validation exercises and the official launch of the review process. United Nations agencies are also involved in the follow-up mechanisms established by governments to oversee implementation of collectively agreed priority actions.

CSPs, country portfolio budgets and the transition

405. The development of CSPs has compelled country offices to reconsider how they engage with stakeholders on shared objectives, while the extended duration of the CSPs (compared with WFP's previous programme cycles) has supported longer-term programme planning, multi-year funding discussions and, by extension, more sustainable commitments to beneficiaries.

406. The longer planning duration and the line of sight between resources and results have also brought greater coherence and vision to programme design and provided staff with a clear understanding of the way forward for country offices. Middle-income countries have suggested that the CSP framework better supports WFP's shift from an operational role to a more capacity enabling role. Country offices with CSPs approved in February 2017 (wave 1A) have expressed the view that the extended period covered by the CSP framework provides the potential to create longer-term partnerships and foster South-South cooperation. More broadly, pilot countries continue to report that the programmatic coherence of the new portfolios is improving perceptions of WFP and its standing and "brand" at the country level and contributing to enhanced partnerships and increased potential for new funding opportunities.

407. Country offices in wave 1A and wave 1B (approved in June 2017) also expressed appreciation of the country portfolio budget structure and the increased transparency resulting from it. The consolidation of resources makes it easier for country directors to manage resources efficiently – notably in an emergency response – by increasing the flexibility and visibility of available resources. Country offices noted that an early lesson learned is the importance of striking a balance between the optimum portfolio of activities and a smaller number of activities that allows better budget management.

408. The transfer or reallocation of resources from closing projects to the new CSP framework – "resource migration" – is critical for ensuring business continuity at the start of a CSP and supporting project closure procedures. Resource migration proved to be a challenge for wave 1A country offices. Given the large number of country offices transitioning to the IRM framework, WFP appointed a resource migration coordinator and launched a resource migration strategy to facilitate a smoother transition. The strategy entails the early release of budgets for CSPs, ICSPs and T-ICSPs and the use of tools to support the automation of the resource migration exercise where possible.

409. Analysis of contributions received in 2017 by country offices operating in the IRM framework shows that a high proportion of contributions were directed to the activity level. Earmarking and other conditions could affect WFP's ability to deliver assistance and its efforts to maximize effectiveness. WFP will continue to demonstrate the transparency of the IRM framework and the link between resources used and results achieved in order to encourage contributions at higher levels of the results framework, such as the strategic outcome, strategic result or country/CSP level.

CSPs and crisis response

410. Following the 2017 CSP pilots, 53 countries transitioned to the IRM on 1 January 2018, increasing the number of countries potentially responding to a crisis through the new CSP framework. So far, Bangladesh, the Central African Republic, Mauritania and Zambia have prepared or are preparing emergency revisions to their T-ICSPs, ICSPs or CSPs, providing opportunities to test the emergency revision framework and improve the support provided by headquarters.

411. Analysis of the 60 approved strategic outcomes in the crisis response focus area[86] revealed that 55 are formulated in ways that allow the immediate scale up of operations – enabling WFP to reach affected populations rapidly in the event of a new crisis. Common services, including clusters (if these are not already present because of a protracted crisis) would have to be added if and when an emergency response is activated, as seen in the example of Bangladesh. Only five of the approved crisis response strategic outcomes are less versatile and may lead to response restrictions because they stipulate specific population groups such as refugees (excluding host populations) and/or geographic areas such as specific provinces. This may require modification of existing strategic outcomes or the addition of new ones in the case of an emergency.

Knowledge management and communication to the Board

412. The experience of developing and using the CSP framework and accompanying pilot country portfolio budgets has greatly informed the design of relevant templates, processes and guidance.

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[86] Each CSP strategic outcome is assigned a focus area: crisis response, resilience building or root causes.

WFP has systematically gathered lessons from countries' experiences and challenges and best practices in the IRM framework through detailed tracking and the collection of structured inputs from regional offices and pilot CSP countries. Lessons compiled in 2017 were shared in background documents prepared for informal consultations on the IRM and in the documents submitted for approval at the Board's 2017 annual and second regular sessions.

413. An informal consultation in July 2017 and an IRM seminar in October 2017 enabled country directors from wave 1A and 1B countries (Ecuador, the Sudan and Zimbabwe) to share with Member States their first-hand experiences of implementing the IRM framework, the impact of the framework on country operations, including during emergencies, and the details of lessons learned.

414. WFP recognizes that the continued integration of lessons learned and best practices will refine the IRM framework and inform the design of IRM guidance, processes and approaches. WFP will use the 2018 informal consultation process as an opportunity to share this learning, including that related to linking resources to results, strengthening partnerships and applying full cost recovery principles and interim delegations of authority.

415. To ensure that staff are equipped with the right capabilities to support the IRM's implementation and mainstreaming, WFP rolled out targeted learning and development initiatives to raise awareness and strengthen capacities in regional bureaux and country offices. A number of regional "boot camps" and workshops took place in 2017 with IRM experts from headquarters explaining the new guidance to participants. Hands-on support through in-country missions further helped to mainstream the IRM. Using multiple media such as newsletters, online spaces, meetings, field visits and IRM national champions for regularly communicating updates and guidance was key to sensitizing staff and facilitating buy-in for the IRM. Country offices also benefited from the appointment of change management leaders and multifunctional teams to support internal change and ensure consistency. Additional capacity and resources for regional bureaux, affected divisions at headquarters and the IRM implementation team will be sustained in the first half of 2018 to ensure the successful transition of country offices to the IRM framework.

Lessons from evaluations

416. In addition to specific lessons from evaluations mentioned throughout this report, the final annual synthesis of 15 operation evaluations (2016–2017) confirmed WFP's continued movement from being a "go it alone" deliverer of food towards becoming a broker of hunger and nutrition solutions through partnerships. The synthesis ends with six lessons for WFP drawn from the four years of the operation evaluations series (2013-2016):

- *Lesson 1: Shift from food delivery to strategic solutions.* WFP can successfully broker strategic solutions for achieving food security and nutrition only by playing a more "upstream" role in country partnerships. To maximize its contribution to zero hunger, WFP should ensure that it identifies explicit entry points for the deployment of its entrepreneurial qualities, assets and capabilities, whether policy engagement, advocacy, convening power or the supply of evidence or innovation. Choices need to be accompanied by clear communication on WFP's shift from "emergency responder" to "strategic partner for hunger solutions" within country strategic planning processes.

- *Lesson 2: Adopt a systems perspective.* To enhance corporate change and add momentum where required, WFP's CSPs should fully integrate a focus on systems, tailoring intended actions to localized mechanisms that determine the availability of safe, accessible and nutritious food for populations.

- *Lesson 3: Define milestones in the transition.* To reflect the priorities of the 2030 Agenda for Sustainable Development, WFP requires continued preparation for transition. In some locations, the transition may be many years away, while other cases may require a reversion to emergency response. Preparations for transition should span the humanitarian–

development divide and require a collectively agreed and consistent line of sight from resources to corporate results and from results to WFP's exit.

- *Lesson 4: Shift from producing data to managing performance.* Despite corporate investments and the introduction of new tools, WFP's internal performance management has not yet fully delivered on its potential. Outcome data, the quality and utility of information and alignment with national systems remain significant challenges. Both a systemic and a cultural change are needed in order to move from "producing data" as an end in itself to "managing performance" as a core activity of WFP in support of operational excellence.
- *Lesson 5: Shift from "including women" to "gender transformation".* Throughout the series, operation evaluations have revealed insufficiently progressive approaches to gender equity. WFP should develop and communicate clear corporate messages: that "gender" is more than "including women"; that equal numbers alone do not give rise to equal rights; and that delivering gender-transformative change is not an option but rather a critical humanitarian and development priority. Much can be learned from other global organizations regarding best practices for delivering gender-transformative results.
- *Lessons 6: Advocate for enabling support.* WFP's organizational evolution is well recognized in its country partnerships, but the contributions it receives from donors do not yet provide the flexibility required for the increasingly complex and sophisticated hunger solutions that evaluations have found WFP generally well-positioned to deliver.

The way forward

417. WFP will continue to follow a twin-track approach of responding to the immediate needs of people affected by conflict or climate-related and other emergencies, while laying the foundation for eradicating hunger in the long term, in line with the 2030 Agenda and the SDGs. The vision for 2018 and beyond is to continue leading the battle against hunger and malnutrition while placing this work at the centre of global peace and security.

418. In the pursuit of zero hunger by 2030, the following priorities will guide WFP's work over the course of 2018:

a) leadership in emergency preparedness and response;
b) funding and partnerships for zero hunger;
c) digital transformation of WFP;
d) excellence in programme design and implementation; and
e) simplification, efficiency and impact.

Leadership in emergency preparedness and response

419. Violent conflicts continue to increase in number and impact, signalling that current trends may continue. Given the unprecedented number of emergencies, WFP will maintain its leadership in and focus on emergency preparedness and response in humanitarian crisis and conflict settings. In order to achieve this, WFP will focus on:

a) strengthened corporate surge capacity;
b) top-quality delivery platforms to support WFP and its partners; and
c) leveraging of principled humanitarian action in order to support longer-term investments.

420. With the ever-growing number and scale of emergencies, the imperative has been to further develop WFP's surge capacity, making sure that rapid response teams and an upgraded emergency response roster are in place to ensure that WFP has the right skills available at the right time. This will require quick deployment of emergency coordinators, improved global and functional rosters and the decentralization of emergency training. The Functional and Support Training for Emergency Response (FASTER) facility will be adapted to assess the competencies of proposed roster and team members and will be linked to a mentorship programme for building the skills of future responders and leaders.

421. Going forward, WFP will build on its strong performance and capacities in analysis and supply chains to support United Nations system-wide emergency response. This may include strengthening its cluster leadership in food security, logistics and telecommunications, client-oriented common services such as UNHAS and emerging inter-agency support for health supply chains and engineering works.

422. As a leader in emergency response, WFP will maximize the use of humanitarian assistance to simultaneously meet immediate needs and build resilience while protecting beneficiaries from any form of exploitation and abuse. This includes increasing the participation of able-bodied beneficiaries in activities that support livelihoods and self-reliance. WFP will also strengthen the monitoring of partners in order to prevent and mitigate the risk of abuse and will incorporate the highest standards of protection, including data protection, in its work.

423. While emergency response is WFP's traditional area of strength, the increasingly challenging and complex operational environment requires that WFP enhance its attention to preparedness. Throughout 2017, increased emphasis was placed on risk analysis, the establishment of the corporate alert system and the setting up of surge capacity and training for all staff, while WFP's role in supporting governments in enhancing their own preparedness was also strengthened. The corporate alert system ensures that deteriorating trends are noted early enough at the corporate level to facilitate readiness actions that are timely and tailored to the needs of regional bureaux and country offices. Focusing on the emergency preparedness policy's main objective of enabling WFP to respond to emergencies in an efficient, effective and timely manner, WFP will measure results, including through the return on investment methodology that allows it to better gauge the returns on preparedness investments.

Funding and partnerships for zero hunger

424. WFP again received record contributions in 2017. In order to meet the objective of "leaving no one behind", however, additional and more flexible funding is needed to close the funding gap. WFP will strive to strengthen partnerships with governments, international financial institutions, other United Nations entities, foundations, corporations and individuals in order to build organizational effectiveness, with the goal of raising at least USD 9 billion in 2018. WFP will also position itself strategically within the United Nations and multilateral systems and will continue to ensure the strategic positioning of the Rome-based agencies at the global, regional and country levels.

425. WFP, a 100-percent voluntarily funded organization, continues to face the challenge of meeting the needs of the most vulnerable people, whose numbers have increased to almost 110 million. In 2017, through the generosity of its donors, WFP secured a record level of contribution revenue – USD 6.0 billion – to support its programme of work of USD 9.8 billion. Building on their relationships with WFP, non-traditional donors in particular increased their contributions. WFP continues to intensify its engagement with governments and public sector entities, including emerging partners such as China, the Republic of Korea, the Russian Federation and the Gulf Cooperation Council (GCC) countries, in order to meet the challenges of operating in a complex global socio-economic landscape. WFP will also continue to engage with foundations, corporations and individuals while the new corporate private sector strategy is adopted.

426. In 2017, WFP emphasized opportunities for augmenting the scope of funding streams from existing donors in line with its mandate and consistent with its operational competence. For instance, WFP is identifying funding instruments for addressing development needs (official development assistance) and additional discretionary funds that it could use. Complementing the United Nations reform process, new financial instruments and fundraising mechanisms provide additional resource opportunities that can contribute to meeting WFP's corporate needs. The range of potential funding streams includes pooled funds, digital fundraising channels, disaster insurance, debt swaps, impact bonds and blended finance. Equity-based financing boosts WFP's ability to respond to the strategic and resourcing requirements of its CSPs. Advocacy also plays a crucial role in ensuring continued funding for WFP. With conflict driving so many of WFP's

requirements, there is a need to emphasize the clear linkages between hunger and conflict, and WFP's contribution to sustaining peace and stability.

Digital transformation of WFP

427. WFP fully embraces digital opportunities and strives to obtain access to real-time information on who is receiving what, where, when and at what cost, continuously improving its relationship with and the ways its supports its beneficiaries. The goal is for every WFP manager and partner to have access to real-time data on operations in order to enable timely decision-making. This priority area includes digitization of information on beneficiaries and on WFP's programme experience – leading the way in the humanitarian community – and data-driven design of operations and business processes.

428. With the rapid growth of the CBT modality, WFP has scaled up the use of its corporate digital beneficiary and transfer management system, SCOPE. In operations where SCOPE is used, every person served by WFP is included in a digital beneficiary identity management system, giving WFP the ability to build a one-to-one relationship. In 2017, the rapid registration activities enabled by these digital tools supported emergency operations in Bangladesh, Iraq and Nigeria. A number of large-scale cash-based transfer operations in Iraq, Nigeria, Somalia and other countries have been making increasing use of the new tools. These experiences have been followed by requests to use WFP's approaches and tools from cooperating partners and some governments. In 2017, SCOPE was used as a service by four other United Nations agencies, eight cooperating partners and at least one government. These activities continue to attract increasing interest from outside WFP, with governments and other partners interested in knowing more about how WFP's digital tools can support their own operations. In 2018, WFP will continue to expand the use of SCOPE while exploring avenues for collaboration with partners.

429. In addition to SCOPE, a number of other digital tools and applications will facilitate programme and operation design and data management and enhance global service provision in 2018 and beyond.

430. *Optimus:* WFP's Supply Chain Division has continued to develop Optimus, an analytical tool that supports end-to-end programme and operation design. Optimus integrates inputs from many of WFP's functional areas (from programme to nutrition, supply chain and resource management) and is based on data from core WFP data management systems. The Optimus software helps country offices identify the most effective and efficient supply chain within the parameters of funding and operational constraints on the one hand, and the maximization of nutrition outcomes and value for money on the other. It is being used to support operation redesigns and contingency planning for Level 3 and complex emergency responses. In 2018, a web-based version of the application will be rolled out to the field so that all countries can leverage its analytics and optimization in order to improve the efficiency and effectiveness of their operations.

431. *Supply chain management dashboard:* For the last few years, WFP's supply chain management dashboard has been used by supply chain working groups to provide visibility and a holistic overview of Level 3 and complex operations. Making core information such as pipeline breaks, funding availability and supply availability instantly available to decision-makers in country offices and regional bureaux facilitates rapid identification of the best way to address operational challenges. In response to demand, an automated version of the dashboard has been developed and will be rolled out in 2018 so that all country offices can benefit from it.

432. *Data suite:* In 2017, the Supply Chain and IT divisions initiated a partnership with Palantir, a company specializing in data management and integration, in order to develop a data suite. The data suite will collect data from core WFP systems on a daily basis and use advanced analytics and machine learning to make the systems communicate with each other. Such automation is necessary for the global rollout of supply chain planning and optimization tools such as Optimus, the supply chain management dashboard and Quintiq Macro Planner in 2018. The data suite will also be accessible to all WFP staff, making it easier for them to access and analyse data that are relevant to their work.

433. WFP will continue to test and scale up transformational innovations in operating and funding models that drive increases in effectiveness. This work will include targeted outreach mechanisms for advocacy, awareness raising and digital fundraising to stimulate and sustain public action.

Excellence in programme design and implementation

434. As WFP moves from saving lives to changing lives, the following initiatives will contribute to the development of excellence in programme design and implementation:

a) flagship programmes that demonstrate ways of working at the humanitarian-development–peacebuilding nexus;
b) an overhaul of school meal programmes in order to restore WFP's leadership;
c) a revamped nutrition toolbox; and
d) integrated efforts to build assets and resilient food systems.

435. Excellence in programme design and implementation requires many factors, including the delivery of high-quality programmes that bridge the humanitarian-development-peacebuilding nexus to deliver transformational change for vulnerable people. This may involve focused engagement in a few countries in order to develop and implement a comprehensive plan with partners to achieve greater impact; strengthened programme support, including clarifying the roles and responsibilities of regional bureaux and headquarters; augmented capacity to design, implement and mobilize funding for thematic programmes for climate change, education, nutrition, peacebuilding, etc.; and enhanced partnerships and participation in global forums.

436. With regard to school meals, a dedicated school meals unit providing global leadership and support that delivers results and enhances the sustainability of country offices' strategies and national programmes is critical. Restoring WFP's leadership in school meals will require strengthened monitoring, knowledge sharing and communications (including publications), global and regional consultations, updated policy and guidance and tracking and reporting of results.

437. In 2017, 18.3 million schoolchildren received school meals or take-home rations in more than 65,000 schools. In most of the countries involved, WFP also provided technical assistance and strengthened the capacities of the government. It is estimated that through technical assistance and capacity strengthening for school meal programming and delivery, WFP reached another 39 million schoolchildren indirectly. These beneficiary figures reflect the evolution of WFP's role in school meal programmes, from being a purely implementing agency to becoming a strategic partner of governments. Most governments now expect WFP to act as an enabler of the transition to national ownership and a provider of top-quality technical support to ensure quality, efficiency and effectiveness. This will be a focus in 2018 and beyond.

438. In revamping its nutrition toolbox, WFP will strengthen support for the design and implementation of strategies for preventing and treating malnutrition and will integrate nutrition issues into all its activity areas. This will require professional nutrition staff, including in surge capacity and talent pools. New nutrition solutions drawing on technology, improved analytics and new products will also be developed, and enhanced partnerships and participation in global nutrition forums will be critical.

439. For enhanced impact, WFP will aim to integrate efforts to build assets and resilient food systems through the increased participation of able-bodied people in FFA activities and integrated partnerships and actions that target smallholder farmers, such as P4P, and projects that aim to reduce post-harvest losses. In May 2017, WFP finalized its nutrition-sensitive guidance which included the development of an operational checklist for increasing the nutrition-sensitivity of FFA programmes, this is being rolled-out in 2018.

440. To implement the Rome-based agencies' joint framework for building resilience, WFP headquarters and country offices, together with FAO and IFAD, have designed and launched a five-year joint resilience programme funded by Canada in the Democratic Republic of the Congo, the Niger and Somalia. Programme implementation will begin in 2018 and will include complementary programmes aimed at increasing agricultural production, linkages to markets, nutrition and women's empowerment.

Simplification, efficiency and impact

441. WFP aims to harness the potential of the IRM and other systems and processes to deliver value for money and maximum benefits for beneficiaries through redesigned and simplified processes, enhanced transparency and informed, outcome-based resource allocation. The following will be critical to achieving simplification, efficiency and impact in WFP's current operations:

a) building confidence in WFP's impact;
b) delivering on WFP's commitment to transparency and accountability; and
c) simplifying internal processes.

442. By 2020, WFP will demonstrate its ability to transparently link resources to results in order to support a move towards reduced earmarking and increased flexible and multi-year contributions. This work includes linking results more closely to resources through a revised CRF, and improving reporting products that showcase how WFP maximizes the impact of the resources it receives.

443. As part of its commitment to transparency and accountability, WFP plans to make information more readily available to Member States and donor partners. In the second quarter of 2018, WFP will launch an online portal to provide Member States with access to activity-level programme, financial and performance-related information for countries operating in the IRM framework. Planning information will be available by country, strategic result (SDG target), strategic outcome, activity and year, and will cover variables such as modalities of assistance. The online portal will be periodically updated with information on expenditures, net funding requirements, resource contributions, outputs delivered and performance indicators. Until the online portal is functional, this information is being provided through the country operations management plan and the management plan documents. Information and data from these sources will be integrated into the online portal from June 2018 onwards.

444. Consistent with findings from the ongoing review of the roles and responsibilities of regional bureaux, WFP will roll out solutions for simplifying processes in order to ensure maximum operational agility and the effectiveness and impact of its responses. The solutions will be identified in core areas across WFP departments and functions, with achievement of the first set of deliverables and milestones expected in the fourth quarter of 2018.

445. Interim delegations of authority to the Executive Director were approved by the Board in November 2017, with increased budgetary thresholds for approvals by country directors and regional directors enhancing the decentralization of decision-making. Efforts are under way to refine current planning, review and approval processes, with the aim of integrating processes, streamlining decision making and reducing complexity.

446. Based on lessons learned, particularly from the complex ICSP for the Sudan, in 2018 WFP will seek greater internal refinements and flexibility in the cost classification hierarchy in order to maximize efficiency within the IRM framework. Refinements to the country portfolio budget structure will be made without compromising the structure's inherent transparency.

The IRM and CSPs

447. Rollout of the IRM and the transition to the CSP framework continue in 2018 and beyond. By January 2018, 53 WFP country offices had "gone live" with their CSPs in addition to the twelve pilot countries. Following the flexible approach to implementation, 16 country offices will continue to use the project-based system in 2018 and will work towards moving to the CSP framework by January 2019.

448. On a thematic note, gender budgeting has been systematically integrated into country portfolio budgets. The related tracking component, now being developed, will support the link between resources and gender equality results. Work on this element of the IRM transition will continue throughout 2018 and beyond.

449. The advantages of the transition to the IRM will be increasingly apparent in reporting in future years. While financial information was first integrated into reporting on corporate performance in 2017, future APRs will link resources to results more clearly, not only identifying funding gaps and their consequences, but also using the new results and financial frameworks to rigorously examine the impact of investments by strategic objective, by strategic result and down to the activity level.

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ANNEX I: 2017 KEY FIGURES

		2017	2016	2015
Overview				
Number of people assisted directly through provision of food, cash-based transfers and commodity vouchers		**91.4 million**[1]	---	---
Through Operations[2]		88.9 million	82.2	76.7
	of which (in millions)			
	Women	18.7	17.6	16.2
	Men	15.5	14.5	14.1
	Girls	27.6	25.4	23.3
	Boys	27.1	24.7	23.1
Through Trust Fund Activities		2.5 million	1.8	1.6

2017		2016	201
Breakdown by Key Activities			
Summary of Operations[2]			
9.3/2.5/ 15.8/61.3	million refugees/returnees/ million IDPs/residents	6.4/1.6/ 15.1/59.1	6.1/1.3/ 16.4/52.9
3.8	million mt of food distributed	3.5	3.2
1.4	billion USD of cash-based transfers and commodity vouchers distributed to 19.2 million people	14.3 million people	9.6 million people
Unconditional resource transfers to support access to food[2]			
62.2	million people provided with unconditional food assistance through provision of food, cash-based transfers or commodity vouchers	54.5	46.4
School meal activities[3]			
18.3	million schoolchildren received school meals/take-home rations	---	---
Through Operations	16.5 million	14.9	15.7
	of which 51 percent were girls	50	50
Through Trust Fund Activities	1.8 million	1.5	1.2

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[1] Total number of people assisted in 2017 includes figures on people assisted through both Trust Funds and Operations activities. In previous years, calculations only included people assisted through operations.

[2] Operations include CSPs, country/development programmes (CP/DEVs), PRROs, EMOPs and special operations (SOs).

[3] School meal activities include both Operations and Trust Fund Activities.

2017		2016	201
Nutrition and HIV/AIDS[4]			
11.0	million children received sp[illegible]tional support	8.7	7.6
5.3	million women received additional nutritional support	4.1	3.5
0.4	million people affected by HIV and AIDS received WFP food assistance	0.3	0.6
8	of the 25 highest HIV and AIDS prevalence countries received WFP assistance	11	13
Assets creation and livelihood support activities[4]			
9.9	million people received WFP food assistance to cover immediate food shortfalls whilst they received training and constructed assets to build their resilience to shocks and strengthen their livelihoods	10.5	11.4
Working in Partnerships[4]			
60,000	government partner staff trained	80,000	60,000
869	non-governmental organizations worked with WFP	1,100	1,062
84.8	USD million support provided by corporate and private entities donating cash and in-kind gifts	77.2	94.0
22	standby partners	22	21
6	FAO/WFP crop and food security assessment missions conducted	3	5
4	UNHCR/WFP joint assessment missions conducted	5	4
Developing countries and WFP assistance[4]			
80	percent of food procured, by tonnage in developing countries	77	73
90	percent of development multilateral resources reaching concentration criteria countries	90	90
60	percent of development resources reaching least-developed countries	69	67
53	percent of WFP's resources reaching sub-Saharan African countries	52	53

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[4] Operations include Country Strategic Plans (CSPs), country/development programmes (CP/DEV), protracted relief and recovery operations (PRROs), emergency operations (EMOPs) and Special Operations (SOs).

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2017 (*USD*)

DONOR	TOTAL	Multilateral		Directed Multilateral					
		TOTAL	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	OTHERS****
AFRICAN DEVELOPMENT BANK	2 000 000					1 000 000	1 000 000		
ANDORRA	48 655			40 650		8 004			
ARGENTINA	50 000								50 000
ARMENIA	101 996								101 996
AUSTRALIA	65 137 854	28 919 330		12 030 754	369 510	10 329 419	12 768 810		720 031
AUSTRIA	533 618						533 618		
BANGLADESH	4 370 704			4 370 704					
BELGIUM	22 983 705	5 370 569	5 370 569	8 233 434		3 427 751	3 401 082	1 674 132	876 737
BENIN	5 899 081								5 899 081
BHUTAN	5 056	5 056							
BOLIVIA (PLURINATIONAL STATE OF)									
BRAZIL	10 731 112								10 731 112
BULGARIA	59 032						59 032		
BURUNDI	1 517 660				1 517 660				
CAMBODIA	1 227 000				1 227 000				
CANADA	200 513 083	23 472 373	4 460 967	9 099 336	3 970 037	48 646 190	85 202 738	4 191 032	25 931 377
CHILE	20 000	20 000							
CHINA	73 550 102	2 100 000	500 000	18 900 000		26 213 308	24 836 794		1 500 000
COLOMBIA	14 881 167			14 691 714					189 453
CONGO	248 202								248 202
CÔTE D'IVOIRE	140 790	140 790							
CYPRUS	4 269	4 269							
CZECHIA	381 632				100 523	180 587	100 523		
DENMARK	67 627 377	30 916 844		11 607 769		7 590 596	15 586 200	32 608	1 893 360
ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)	565 000						565 000		
EGYPT	200 000			200 000					
EL SALVADOR	131 644			131 644					
ESTONIA	230 541					150 498	80 043		
ETHIOPIA	742 359						742 359		
EUROPEAN COMMISSION	1 146 924 514			856 202 766	100 590	109 792 356	153 360 583	25 721 679	1 746 539
FAROE ISLANDS	200 000					200 000			
FINLAND	24 988 609	10 943 912		1 184 834		8 121 867	4 669 625	68 370	
FRANCE	32 798 197	125 642	67 763	5 236 095	885 489	8 005 143	16 174 051		2 371 777
GAMBIA	91 517						91 517		
GERMANY	925 484 119	32 007 661	1 700 680	76 684 657	9 262 834	157 991 906	612 766 696	12 198 564	24 571 802
GUATEMALA	150 045	150 045							
GUINEA-BISSAU	347 310			106 972	240 339				
HONDURAS	4 190 405	2 405		4 000 000					188 000
HUNGARY	1 147 656	10 000				605 916	531 741		
ICELAND	2 288 126	527 764		480 362	600 000	150 000	440 000		90 000

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2017 (*USD*)

DONOR	TOTAL	Multilateral		Directed Multilateral					
		TOTAL	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	OTHERS****
INDIA	1 006 389	46 389		570 533					389 467
INTER-AMERICAN DEVELOPMENT BANK	100 000						100 000		
INTERNATIONAL COMMITTEE OF THE RED CROSS	582 537						582 537		
IRELAND	32 430 259	18 262 632	3 846 995	4 258 316	1 112 765		8 166 321		630 226
ISRAEL	20 000	20 000							
ITALY	36 614 843	12 390 445		4 504 609	2 948 113	4 913 668	6 903 928	1 085 776	3 868 303
JAPAN	175 467 538			50 198 498	5 065 280	38 802 206	71 111 527	3 144 625	7 145 403
KAZAKHSTAN	10 000								10 000
KENYA	6 246						6 246		
KUWAIT	5 500 000			5 500 000					
LIECHTENSTEIN	401 879	97 561	97 561	105 708		99 305	99 305		
LITHUANIA	50 113					39 255	10 858		
LUXEMBOURG	8 946 607	1 437 234	530 786	825 472	589 623	2 229 299	1 326 964	361 637	2 176 379
MADAGASCAR	800 000			800 000					
MALAWI	4 629 723						4 629 723		
MALAYSIA	1 000 000								1 000 000
MALI	2 732 281								2 732 281
MEXICO	900 000			500 000		150 000	250 000		
MONACO	911 412	17 163		104 530	267 578	325 733	196 408		
MOZAMBIQUE	12 140 000			12 140 000					
NEPAL	538 800				538 800				
NETHERLANDS	80 325 978	46 712 553		1 777 251	11 399 980	16 780 203	3 655 991		
NEW ZEALAND	7 540 879	4 008 016		344 353		2 128 203	1 060 307		
NICARAGUA	20 000	20 000							
NIGER	3 512 081						3 512 081		
NIGERIA	5 622 496					5 622 496			
NORWAY	99 940 123	33 265 744	4 457	25 526 668		17 622 451	21 674 645	1 545 614	305 001
OPEC FUND FOR INTERNATIONAL DEVELOPMENT (OFID)	1 100 000					800 000	300 000		
PAKISTAN	19 625 573	43 950					19 581 623		
PANAMA	135 750	135 750							
PERU									
PHILIPPINES	10 000	10 000							
POLAND	547 450			547 450					
PORTUGAL	168 072	110 000				58 072			
PRIVATE DONORS	83 451 836	8 330 958	459 121	27 051 689	9 726 331	11 821 196	7 739 151	1 212 246	17 570 265
QATAR	2 505 973				211 609	294 364	2 000 000		
REPUBLIC OF KOREA	33 839 341	200 000		9 691 334	5 629 000	1 700 000	13 692 873	290 000	2 636 134
RUSSIAN FEDERATION	33 700 000			10 600 000	12 826 750	1 000 000	8 973 250		300 000
SAUDI ARABIA									
SIERRA LEONE	526 210						526 210		
SLOVAKIA	15 000	15 000							
SLOVENIA	339 701					69 140	33 595		236 967

ANNEX II-A: TOTAL CONFIRMED CONTRIBUTIONS IN 2017 (*USD*)

DONOR	TOTAL	Multilateral		Directed Multilateral					
		TOTAL	IRA*	CPB**	DEV	EMOP	PRRO	SOP***	OTHERS****
SOUTH AFRICA	3 690 329			452 303	2 643 673	594 354			
SOUTH SUDAN	25 750 000					25 750 000			
SPAIN	4 703 247					783 875	3 583 427	335 946	
SRI LANKA	8 151	8 151							
SUDAN	180 000			180 000					
SWEDEN	117 142 938	70 731 620	4 000 000	7 184 768	2 948 075	8 254 861	18 287 323	5 408 713	4 327 579
SWITZERLAND	68 457 446	6 857 054	6 674 252	6 970 396	1 107 966	13 976 972	33 079 922	1 440 242	5 024 893
THAILAND	197 355	93 670		95 384	8 301				
UN CERF	143 190 918			20 844 065		55 519 636	58 095 762	8 731 456	
UN COUNTRY-BASED POOLED FUNDS	32 607 058			5 373 171		660 030	12 096 184	14 477 674	
UN EXPANDED WINDOW FOR DELIVERY AS ONE	2 719 706			124 145	60 000		2 238 561		297 000
UN OTHER FUNDS AND AGENCIES (EXCLUDING CERF)	48 443 214	65 000		12 345 814	3 752 764	17 344 688	11 045 721	50 000	3 839 228
UN PEACEBUILDING FUND	1 136 465			1 136 465					
UNITED ARAB EMIRATES	5 114 296	4 134 570				502 500	127 226	350 000	
UNITED KINGDOM	588 356 688	51 746 442		92 806 132	424 828	195 627 198	195 926 254	45 403 741	6 422 093
UNITED REPUBLIC OF TANZANIA	360 378	360 378							
UNITED STATES OF AMERICA	2 505 503 049	5 522 308	5 000 000	298 856 792	64 122 046	903 281 618	1 120 859 829	85 116 005	27 744 452
WORLD BANK	6 300 000			3 150 000					3 150 000
ZAMBIA	1 124 466				1 124 466				
GRAND TOTAL	**6 825 212 933**	**399 359 248**	**32 713 150**	**1 627 767 535**	**144 781 928**	**1 709 164 863**	**2 564 384 160**	**212 840 059**	**166 915 138**
Bilateral Contributions	248 202								248 202

***** **IRA: Immediate Response Account**

****** **CPB: country portfolio budget**

******* **SOP: special operation**

******** **Others: contributions to trust funds, special accounts, and General Fund**

ANNEX II-B: FUNDING BY DONOR 2015–2017

Donor	2015		2016		2017	
	Multilateral	**Directed multilateral**	**Multilateral**	**Directed multilateral**	**Multilateral**	**Directed multilateral**
African Development Bank		2 000 000		1 000 000		3 000 000
Algeria				10 000		
Andorra		47 554		61 375		48 655
Argentina		55 300				50 000
Armenia		100 681		100 417		101 996
Australia	26 447 462	46 034 453	27 840 482	55 543 863	28 919 330	36 218 524
Austria		6 075 074		6 584 272		533 618
Azerbaijan				18 312		
Bangladesh		4 127 568		3 745 046		4 370 704
Belgium	5 417 118	11 837 353	5 417 118	28 500 098	5 370 569	17 613 136
Benin						5 899 081
Bhutan			3 050		5 056	
Bolivia (Plurinational State of)	223 026	99 999		646 928		
Bosnia and Herzegovina			3 000			
Brazil		6 093 082		599 599		10 731 112
Bulgaria		113 122		110 988		59 032
Burundi		3 865 731		1 661 436		1 517 660
Cambodia		1 227 000		1 227 000		1 227 000
Cameroon		912 300				
Canada	24 359 925	237 285 871	23 505 789	187 499 027	23 472 373	177 051 591
Chad		7 220 613				
Chile	20 000	296 020	20 000		20 000	
China	3 550 854	6 915 500	1 708 997	16 850 000	2 100 000	71 518 109
Colombia		2 446 074		764 612		14 881 167
Congo		2 880 074			140 790	
Côte d'Ivoire						248 202
Cuba						
Cyprus	4 420	21 930	4 338		4 269	
Czechia		1 127 690	121 261			381 632
Denmark	34 398 034	22 858 954	30 791 789	15 620 347	30 916 844	36 710 533
Djibouti		49 321				
Economic Community of West African States (ECOWAS)						565 000
Ecuador			5 000			
Egypt	185 970	198 607		1 388 247		386 958
El Salvador	200 000	200 000	100 000	1 500 000		131 644
Estonia		265 312		241 473		230 541
Eswatini		2 096 470		514 139		

ANNEX II-B: FUNDING BY DONOR 2015–2017

Donor	2015		2016		2017	
	Multilateral	Directed multilateral	Multilateral	Directed multilateral	Multilateral	Directed multilateral
Ethiopia		34 625 625		1 491 248		742 359
European Commission		250 393 394		894 682 804		1 146 923 974
Faroe Islands						200 000
Finland	9 575 923	25 167 950	10 943 912	22 384 017	10 943 912	14 044 697
France	106 045	40 693 265	162 180	31 911 125	125 642	32 672 555
Gambia						91 517
Germany	28 235 175	301 023 156	27 838 947	856 809 238	32 007 661	893 476 457
Guatemala		5 214 560		148 909		150 045
Guinea		3 712 564				
Guinea-Bissau		402 290				347 310
Haiti				1 311 457		
Honduras	2 190	28 764 638	5 093	25 030 124	2 405	4 188 000
Hungary	10 000	328 947	10 000		10 000	1 137 656
Iceland	311 809	850 000	44 296	678 745	527 764	2 106 597
India	47 111	1 314 347	45 181	1 960 000	46 389	960 000
Indonesia				516 224		
Inter-American Development Bank						100 000
International Committee of the Red Cross				357		582 537
Iran (Islamic Republic of)		3 959 451				
Iraq		592 900				
Ireland	23 753 274	5 894 001	10 928 962	11 455 499	18 262 632	14 167 627
Israel	20 000		20 000		20 000	
Italy	12 863 857	13 368 003	12 621 522	10 428 351	12 390 445	23 987 432
Japan	2 914 154	193 858 930	2 873 294	204 179 481		175 467 597
Jordan	93 150					
Kazakhstan		29 699		10 000		10 000
Kenya		613 402		581 421		6 246
Democratic People's Republic of Korea			132 842			
Kuwait		45 000 000		9 000 000		5 500 000
Latvia		56 117				
Lesotho		3 664 902		8 803 438		
Liberia		2 430 000		2 232 374		
Liechtenstein	97 943	303 439	98 717	251 060	97 561	304 318
Lithuania		78 554		44 759		50 113
Luxembourg	1 927 438	9 481 686	1 927 438	7 223 990	1 437 234	7 688 585
Madagascar		781 388		2 993 000		800 000
Malawi		17 772 373		112 154 210		4 629 723
Malaysia		1 000 000		1 000 000		1 000 000

ANNEX II-B: FUNDING BY DONOR 2015–2017

Donor	2015		2016		2017	
	Multilateral	**Directed multilateral**	**Multilateral**	**Directed multilateral**	**Multilateral**	**Directed multilateral**
Mali						2 732 281
Malta		78 563				
Mexico				2 000 000		1 000 000
Monaco		206 267		303 043	17 163	894 249
Mozambique						12 140 000
Myanmar						
Namibia		1 258 203				
Nepal				592 800		538 800
Netherlands	49 518 569	51 923 292	40 816 327	25 992 268	46 712 553	33 613 425
New Zealand	4 690 854	132 013	4 008 016		4 008 016	3 532 863
Nicaragua	20 000		20 000	1 307 013	20 000	
Niger				2 285 639		3 512 081
Nigeria						5 622 496
Norway	42 197 726	50 382 693	28 115 452	40 409 703	33 265 744	66 674 379
OPEC Fund for International Development (OFID)				100 000		1 100 000
Organization for Security and Co-Operation in the EU		10 929				
Pakistan	22 743	80 604 129		55 614 046	43 950	19 581 623
Panama	135 750	240 000	264 590	280 000	135 750	
Peru	13 642	274 234		956 172		
Philippines					10 000	
Poland		991 301		1 197 433		1 095 065
Portugal	10 000	137 661	10 000		205 579	58 072
Private donors	9 323 351	89 700 104	7 421 632	70 661 634	8 418 388	75 734 058
Qatar		1 255 249		532 650		2 505 973
Republic of Korea	200 000	37 116 848		39 398 114	200 000	33 639 341
Romania		109 649		113 250		
Russian Federation		48 722 936		37 000 000		33 700 000
Saudi Arabia		151 249 675	51 916	35 672 969		8 300 087
Sierra Leone		6 000 000		3 137 620		526 210
Slovakia		328 947		340 136	15 000	
Slovenia		65 483		117 519		339 701
South Africa						3 690 329
South Sudan		2 609 566				25 750 000
Spain	55 991	7 564 834		5 298 013		4 703 247
Sri Lanka	17 713		8 453	776 356	8 151	
Sudan						180 000
Sweden	65 194 984	26 295 872	79 368 400	42 529 191	70 731 620	46 411 317
Switzerland	7 533 543	77 431 491	6 960 400	60 445 725	6 857 054	63 100 392

ANNEX II-B: FUNDING BY DONOR 2015–2017

Donor	2015		2016		2017	
	Multilateral	**Directed multilateral**	**Multilateral**	**Directed multilateral**	**Multilateral**	**Directed multilateral**
Thailand	110 531	25 617	92 205	14 816	102 186	103 685
Togo		16 606				
Turkey		1 000 000				
Uganda				1 083 407		
UN CERF		159 928 948		122 092 323		143 190 918
UN Common Humanitarian Fund		27 393 988		18 357 958		
UN Country-Based Pooled Funds						33 207 061
UN Emergency Response Fund		2 364 184		200 257		
UN Expanded Window for Delivery as One		11 407 397		30 886 292		2 719 706
UN Humanitarian Response Fund		2 239 380		12 548 341		
UN Other Funds and Agencies (Excluding CERF)	108 800	32 855 054		66 777 333	65 000	48 403 214
UN Peacebuilding Fund		600 000		350 000		1 136 465
United Arab Emirates		2 163 343		6 097 008	4 134 570	979 726
United Kingdom	61 730 726	395 124 369	50 915 443	305 066 580	51 746 442	536 576 823
United Republic of Tanzania	336 922				360 378	
United States of America	5 000 000	2 001 702 608	4 000 000	2 014 335 474	5 000 000	2 501 988 014
World Bank				6 365 000		3 150 000
Zambia		1 506 864		680 640		1 124 466
Zimbabwe		1 246 409		3 195 095		
GRAND TOTAL	**420 986 722**	**4 632 091 940**	**379 226 040**	**5 546 580 824**	**398 878 420**	**6 438 067 307**

ANNEX III-A: METHODOLOGY FOR ASSESSING CORPORATE PROGRAMME PERFORMANCE BY STRATEGIC OBJECTIVE

Evidence Base

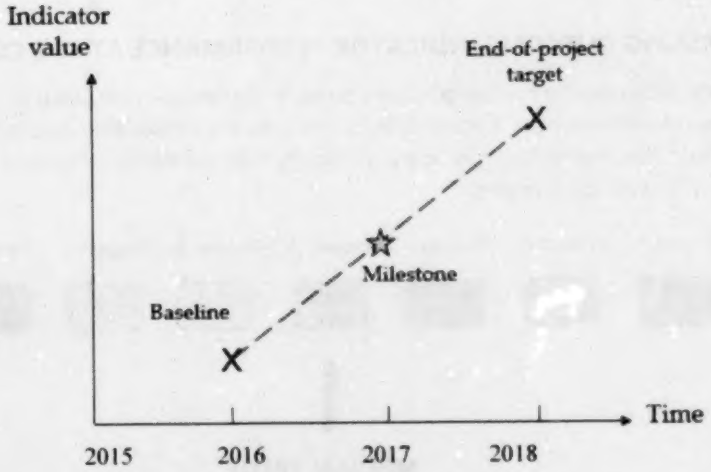
The assessment of WFP's contribution to humanitarian and development results is based on monitoring data presented in the 2017 annual country reports (ACRs) and Standard Project Reports (SPRs) for country and regional operations. Results from operations active for three months or less by the end of 2017 are not included because the timeframe is too short to yield substantial outcome-level change or to collect reliable baselines with follow-up monitoring values.

Procedure for Assessing WFP's Programme Performance

STEP 1 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT OPERATIONAL LEVEL

A three-pronged approach is used to analyse outcome indicator performance at the operational level:

- The country operations for the CSP countries are assessed against the indicator annual targets established in the country logframes.
- The performance of closed projects is assessed against the indicator targets established for the project endpoint, which are set out in the project logframes.
- For ongoing projects, the assessment considers progress in terms of annual milestones. As shown below, milestones have been calculated for 2017 based on a linear interpolation between baseline and end-of-project target values.[1]



For CSP operations, the outcome indicator values collected in 2017 are compared with the annual targets in the country logframes, and the outcome indicator values collected in 2017 for closed projects are compared with the end-of-project targets, to determine the extent to which results have been achieved. For ongoing projects, the latest values are compared with annual milestones to determine progress in 2017 and indicate whether a project is on track towards target achievement (i.e. performing as expected).

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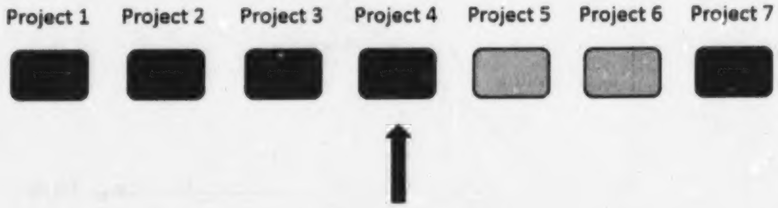
[1] For indicators that measure an average rate of change such as average annual enrolment or nutritional recovery, there is no need for milestones to be established; the 2017 targeted value for an ongoing project is taken to be equivalent to the end-of-project target presented in the project logframe.

The rating scale for outcome indicator performance by project uses green, amber, red and grey as shown below:

RATING	DESCRIPTION	REQUIREMENT
Green	The CSP operation, CRF aligned or SRF project has achieved its target or is on-track to achieving its target.	CSP operations: the indicator value is within 10% of the annual target Closed projects: the indicator value is within 10% of the end-of-project target Ongoing projects: the indicator value is within 10% of the 2017 milestone
Amber	The CSP operation, CRF aligned or SRF project has made some progress but the target has not been met or progress is slow.	CSP operations: the indicator value is between 50% and 90% of the annual target Closed projects: the indicator value is between 50% and 90% of the end-of-project target Ongoing projects: the indicator value is between 50% and 90% of the 2017 milestone
Red	The CSP operation, CRF aligned or SRF project has made very slow progress, no progress at all or has regressed.	CSP operations: the indicator value is equal to or less than 50% of the annual target Closed projects: the indicator value is equal to or less than 50% of the end-of-project target Ongoing projects: the indicator value is equal to or less than 50% of the 2017 milestone
Grey	Insufficient data are available to monitor progress.	No indicator value is reported for 2017, or baseline and target values are missing

STEP 2 – ASSESSING OUTCOME INDICATOR PERFORMANCE AT THE CORPORATE LEVEL

For each outcome indicator, the median of scores project/operation is calculated to determine an overall rating on WFP-wide performance.[2] If more than half of data are unavailable meant to report on a given outcome indicator,[3] the overall rating is "grey" to signify that the evidence base is insufficient to draw conclusions on WFP-wide performance.



MEDIAN VALUE

Defines overall outcome indicator performance (provided the project reporting rate > 50%)

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[2] Given that the rating scale applies to ordinal-level data, the mean would not be an appropriate measure of central tendency.

[3] A project/operation is expected to report on the indicators included in its logframe.

STEP 3 – ASSESSING OUTCOME INDICATOR PERFORMANCE IN RELATION TO THE STRATEGIC OBJECTIVES

The performance rating of the five Strategic Objectives is computed as the median of corporate outcome-level scores. While the CSPs and CRF-aligned projects are already structured around the CRF, indicators in the SRF have been mapped to the CRF Strategic Objectives in order to provide WFP-wide corporate performance.

Limitations of the Reporting Methodology

Variable quality of the collected data

- A range of data sources are used to monitor WFP project performance, including data collected by others such as governments and peer international organizations. WFP therefore has limited control over the quality of some of the data.
- Even in instances where WFP is directly responsible for collecting data, the accuracy and representativeness of the data vary. WFP often works in challenging and volatile environments where access is restricted, which limits data collection, and where population movements can lead to information becoming out of date very quickly.[4]
- Some indicators newly introduced in the CRF were not finalized in 2017. This affects the data collection and makes some results inconclusive.

Data coherence and comparability

- Methodological guidance notes have been issued for indicators in the CRF and SRF to help ensure consistency of measurement across operations and to allow meaningful aggregation of results. However, for certain indicators, alternative calculation options such as desk-based techniques or alternate sampling techniques were permitted if project resources were inadequate for using the recommended method. This affects data comparability because alternate methods produce less reliable measurements.
- Operations that provided information on output results did not always report corresponding data at the outcome level because collecting data for outcome indicators can be more challenging. This has led to differences in the evidence base available on WFP-wide results at the output and outcome levels; therefore patterns observed in performance across the results chain must be interpreted with caution.
- The indicators in the SRF have been mapped to the CRF Strategic Objectives in order to provide a consolidated narrative. This affects data comparability as the mapped indicators were reported against different Strategic Objectives.

Given the limitations in the quality, reliability and completeness of the programme operational level data described above, aggregated WFP-wide results presented in Part III are estimates. Also, detailed data on all SRF and CRF indicators are presented in Annexes III-C and III-D.

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[4] The 2014 Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) study "Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action" describes other factors that pose challenges to collecting good monitoring data, which are relevant to WFP.

ANNEX III-B: METHODOLOGY FOR AGGREGATING OUTPUT-LEVEL RESULTS

Procedure for assessing WFP's performance at output level

The process of rolling up results from the CSPs, CRF-aligned and SRF projects to the corporate level to obtain organization-wide performance ratings is detailed below.

STEP 1 – OUTPUT INDICATOR DATA AT OPERATIONAL LEVEL

At the operational level, planned and actual data for output indicators are reported in 2017 ACRs and SPRs for country and regional operations. Data considered for aggregation and inclusion into the APR reflects output indicator data as per published ACRs and SPRs.

STEP 2 – AGGREGATION OF OUTPUT INDICATOR DATA AT CORPORATE LEVEL

Data reported in individual reports is aggregated as per the outputs defined in WFP's Strategic Results Framework. These are linked to specific outcomes under specific Strategic Objectives and are denominated with a letter.

For each output, WFP has defined one or more output indicators. These can be specific *(number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support)* or generic *(e.g. number of assets built, restored or maintained by targeted households and communities, by type and unit of measure).*

The specific indicators are aggregated directly from the individual reports. For the generic indicators, WFP has configured its reporting system in such a way that they translate into a list of more specific indicators which can be aggregated directly from the ACRs and SPRs (e.g. *number of assets built, restored or maintained by targeted households and communities, by type and unit of measure* translates into *number of bridges built/rehabilitated, hectares of land improved,* etc.)

For most indicators, the aggregation is a sum of results from operational-level data (as reported in the ACRs and SPRs). For percentage-based indicators, the aggregation is a weighted average calculated based on specific indicator methodologies.

STEP 3 – ASSESSING OUTPUT-LEVEL PERFORMANCE AT CORPORATE LEVEL

Once planned and actual values for each output indicator have been aggregated, an achievement percentage is calculated and colour-coding is applied as per below table. It includes four possible scenarios: three which rank the level of results attained, and one which acknowledges that lack of data impedes the establishment of a credible achievement claim.

RATING	REQUIREMENT
Green	Aggregated actual results fall within 10% of the aggregated planned values
Amber	Aggregated actual results are > 50% and < 90% of aggregated planned values
Red	Aggregated actual results are < 50% of aggregated planned values
Grey	Less than 5 projects have reported the output indicator analysed

ANNEX III-C: RESULTS BY STRATEGIC OBJECTIVE AGAINST THE STRATEGIC RESULTS FRAMEWORK (SRF[1])

Overall performance by Strategic Objectives

Strategic Objectives	*Performance*
1 – Save lives and protect livelihoods in emergencies	●
2 – Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	●
3 – Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	●
4 – Reduce undernutrition and break the intergenerational cycle of hunger	●

Strategic Objective 1 – ***Save lives and protect livelihoods in emergencies*** ●

Outcome 1.1 – Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women ●

Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
1.1.1 Moderate acute malnutrition (MAM) treatment:				■
– default rate	**21**	**20**	**95%**	
– mortality rate	**21**	**20**	**95%**	
– non-response rate	**21**	**20**	**95%**	
– recovery rate	**21**	**20**	**95%**	
1.1.2 Proportion of target population that participates in an adequate number of distributions	**24**	**13**	**54%**	
1.1.3 Proportion of eligible population that participates in programme	**31**	**23**	**74%**	

Output A - Nutrition: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner

Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	9.5	8.7	■
Quantity of food distributed (thousand mt)	214	124	▨

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[1] WFP/EB.2/2013/4-B/Rev.1

Number of institutional sites assisted: health centres	6 013	5 778	■

Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively

Output indicators	Planned	Actual	Achieved
Number of women exposed to nutrition messaging supported by WFP	1 321 896	1 332 137	■
Number of men exposed to nutrition messaging supported by WFP against proportion planned	544 212	635 549	■
Number of women receiving nutrition counselling supported by WFP against proportion of planned	495 560	1 035 604	■
Number of men receiving nutrition counselling supported by WFP against proportion of planned	58 501	127 458	■
Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	1 530 780	1 073 076	▨

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	227	148	▨

Outcome 1.2 – Stabilized or improved food consumption over assistance period for targeted households and/or individuals ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
1.2.1 Food consumption score	**42**	**36**	**83%**	▨
1.2.2 Diet diversity score	**40**	**33**	**83%**	■
1.2.3 Coping strategy index	**22**	**20**	**91%**	■

Output A - General food distribution (GFD): Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	44	41	▨
Quantity of food distributed (thousand mt)	2 520	1 902	▨
Value of cash-based transfers to beneficiaries (million USD)	734	422	▨

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	2 940	2 464	▨

Outcome 1.3 – Restored or stabilized access to basic services and/or community assets				●
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
1.3.1 Retention rate of boys and girls in WFP-assisted schools	6	4	67%	■
1.3.2 Enrolment rate of boys and girls in WFP-assisted schools	6	6	100%	▨
1.3.3 Default rate of clients from:				
– anti-retroviral therapy (ART)	4	3	75%	▨
– tuberculosis (TB) directly observed treatment (DOT)	2	2	100%	■
– prevention of mother-to-child transmission (PMTCT) programmes	1	1	100%	■
1.3.4 Community asset score	3	2	67%	▨

Output A - School meals, HIV/AIDS and FFA and FFT: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	1.9	1.6	▨
Quantity of food distributed (thousand mt)	60	29	■
Value of cash-based transfers to beneficiaries (million USD)	16	12	▨
Number of institutional sites assisted: schools	697	524	▨

Output B: Community or livelihood assets built, restored or maintained by targeted households and communities			
Output indicator	**Planned**	**Actual**	**Achieved**
Kilometres of roads and mountain trails built/rehabilitated	2 810	2 205	▨
Hectares of land protected or improved, including forests planted	235 053	9 208	■
Bridges constructed/rehabilitated	40	21	▨

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	71	55	▨

Outcome 1.4 – National institutions, regional bodies and the humanitarian community are able to prepare for, assess and respond to emergencies ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
1.4.1 Emergency preparedness capacity index (EPCI)	9	4	44%	▨
1.4.2 User satisfaction rate	6	5	83%	■

Output C: Logistics augmentation, UNHAS or Emergency Telecommunications services provided

Output indicator	Planned	Actual	Achieved
Number of operational areas covered by common security Telecommunications network (global average)	25	21	▨
Number of agencies and organizations using services provided by WFP such as transport, storage, data provision, coordination.	1 472	1 818	■
Quantity of humanitarian cargo handled, moved or transported (mt)	10 195	20 800	■

Output D: Emergency management capacity created and/or supported

Output indicator	Planned	Actual	Achieved
Government/partner staff receiving technical assistance and training (security, emergency telecommunications, food security monitoring, programme design and implementation, policy development)	4 051	8 742	■

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	173	13	■

Strategic Objective 2 – ***Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies*** ●

Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.1.1 Food consumption score	**21**	**16**	**76%**	■

Outcome 2.1 – Adequate food consumption reached or maintained over assistance period for targeted households ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.1.2 Diet diversity score	22	16	73%	■
2.1.3 Coping strategy index	13	8	62%	

Output A – General distribution: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	0.7	0.5	▨
Quantity of food distributed (thousand mt)	24.9	51.5	■
Value of cash-based transfers to beneficiaries (million USD)	19	29	

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	92	83	▨

Outcome 2.2 – Improved access to assets and/or basic services, including community and market infrastructure ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.2.1 Community asset score	19	13	68%	■
2.2.2 Retention rate of boys and girls in WFP-assisted schools	12	8	67%	
2.2.3 Enrolment rate of boys and girls in WFP-assisted schools	12	9	75%	▨

Output A – School meals and FFA/FFT: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	8.6	6.2	▨
Quantity of food distributed (thousand mt)	257	108	■
Value of cash-based transfers to beneficiaries (million USD)	85	30	
Number of institutional sites assisted: schools	9 348	8 959	

Output B: Community or livelihood assets built, restored or maintained by targeted households and communities

Output indicators	Planned	Actual	Achieved
Kilometres of roads and mountain trails built/rehabilitated	6 181	5 514	▨
Hectares of land protected or improved, including forests planted	47 369	58 326	■
Wells constructed	2 883	2 747	■
Volume of dams constructed (m^3)	231 059	192 074	▨

Financial inputs

Input indicator	Planned	Actual	Achieved
Value of actual expenditures against projected operational requirements (million USD)	431	158	■

Outcome 2.3 – Stabilized or reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.3.1 MAM treatment:				■
– default rate	**8**	**5**	**63%**	
– mortality rate	**8**	**5**	**63%**	
– non-response rate	**8**	**5**	**63%**	
– recovery rate	**8**	**5**	**63%**	
2.3.2 Proportion of target population who participate in an adequate number of distributions	**12**	**9**	**75%**	
2.3.3 Proportion of eligible population who participate in programme (coverage)	**17**	**14**	**82%**	
2.3.4 Proportion of children consuming a minimum acceptable diet	**10**	**7**	**70%**	▨
2.3.5 Average number of schooldays per month when multi-fortified foods or at least four food groups were provided	3	1	33%	░

Output A – Nutrition: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner

Output indicators	Planned	Actual	Achieved
Number of women, men, boys and girls receiving food assistance (million)	5	3.6	▨
Quantity of food distributed (thousand mt)	112	62	▨
Number of institutional sites assisted: health centres	3 956	4 374	■

Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women exposed to nutrition messaging supported by WFP against proportion planned	174 868	371 784	■
Number of men exposed to nutrition messaging supported by WFP against proportion planned	26 489	91 119	
Number of women receiving nutrition counselling supported by WFP against proportion planned	100 458	135 216	
Number of men receiving nutrition counselling supported by WFP against proportion planned	12 060	58 369	
Number of targeted caregivers (male and female) receiving 3 key messages delivered through WFP supported messaging and counselling	677 028	783 831	

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	190	72	■

Outcome 2.4 – Capacity developed to address national food insecurity needs				●
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
2.4.1 National capacity index (NCI)				
– **food security programmes**	**3**	**0**	**0%**	
– **general**	-	-	-	**Not applicable**
– **nutrition**	**1**	**0**	**0%**	
– **resilience**	-	-	-	**Not applicable**
– **school meals**	**2**	**0**	**0%**	

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	6	7	■
Number of technical support activities provided on food security monitoring and food assistance	17	21	
Output F: National systems to monitor trends in food security and nutrition strengthened			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	3 117	3 076	■

Number of food security and nutrition monitoring/surveillance reports produced with WFP support	319	316	■

Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	1 426	2 146	■

Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	*Insufficient data*		
Number of national safety net policies that are nutrition sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	70	9	■

Strategic Objective 3 – ***Reduce risk and enable people, communities and countries to meet their own food and nutrition needs*** ●

Outcome 3.1 – Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households ●				
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
3.1.1 Community asset score	**30**	**19**	**63%**	▨
3.1.2 Food consumption score	**34**	**25**	**74%**	▨
3.1.3 Diet diversity score	**32**	**24**	**75%**	■
3.1.4 Coping strategy index				■
— **assets**	**23**	**16**	**70%**	
— **food**	**32**	**23**	**72%**	
3.1.5 Retention rate of boys and girls in WFP-assisted schools	-	-	-	**Not applicable**

Output A – General distributions, school meals and FFA/FFT: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	5.9	5.8	■

Quantity of food distributed (thousand mt)	220	132	▨
Value of cash-based transfers to beneficiaries (million USD)	95	37	■

Output B: Community or livelihood assets built, restored or maintained by targeted households and communities

Output indicators	**Planned**	**Actual**	**Achieved**
Kilometres of roads built/rehabilitated, including mountain trails	5 999	9 222	■
Hectares of land protected or improved, including forests planted	115 258	149 830	■
Bridges constructed/rehabilitated	333	492	■
Wells constructed	603	474	▨
Volume of dams constructed (m^3)	459 957	510 542	■

Output I: Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers

Output indicator	**Planned**	**Actual**	**Achieved**
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	*Insufficient data*		

Financial inputs

Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	394	168	■

Outcome 3.2 – Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels ●

Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
3.2.1 Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	**29**	**21**	**72%**	■
3.2.2 Fortified foods purchased from regional, national and local suppliers, as % of fortified food distributed by WFP in-country	8	5	62%	▨
3.2.3 Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	**27**	**20**	**74%**	■

Output H: Increased WFP food purchase from regional, national and local markets and smallholder farmers

Output indicators	**Planned**	**Actual**	**Achieved**
Quantity of food purchased locally through local and regional purchases (expressed in thousand mt)	59	42	▨

Quantity of food purchased locally from pro-smallholder aggregation systems (expressed in thousand mt)	14	8	■

Output I: Increased WFP fortified foods, complementary foods and special nutrition products produced purchased from local suppliers			
Output indicator	**Planned**	**Actual**	**Achieved**
Quantity of fortified foods, complementary foods and special nutrition products purchased from local suppliers	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	*Insufficient data*		

Outcome 3.3 – Risk reduction capacity of countries, communities and institutions strengthened ●				
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
3.3.1 National capacity index:				
– general	1	0	0%	
– food security programmes	2	0	0%	
– resilience	7	0	0%	
3.3.2 Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks supported by WFP	17	7	44%	

Output F: National systems to monitor trends in food security and nutrition strengthened			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	352	534	■
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	62	64	■

Output G: Human capacity to reduce risk of disasters and shocks developed			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of food-for-training beneficiaries	83 100	180 168	■

Output J: National safety nets for food security, nutrition, education, community assets, and overall contribution to resilience building supported			
Output indicator	**Planned**	**Actual**	**Achieved**
Government/partner staff receiving technical assistance and training (early warning systems, contingency planning, disaster risk reduction, food security monitoring, programme design and implementation, policy development)	10 278	10 297	
Output M: National nutrition, school meals, safety net policies and/or regulatory frameworks in place			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national programmes developed with WFP support (nutrition, school meals, safety net)	*Insufficient data*		
Number of national safety net policies that are nutrition sensitive	*Insufficient data*		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	44	19	

Strategic Objective 4 – ***Reduce undernutrition and break the intergenerational cycle of hunger*** ●

Outcome 4.1 – Reduced undernutrition, including micronutrient deficiencies among children aged 6–59 months, pregnant and lactating women, and school-aged children ●				
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
4.1.1 MAM treatment:				
– **default rate**	**24**	**15**	**63%**	
– **mortality rate**	**24**	**15**	**63%**	
– **non-response rate**	**24**	**15**	**63%**	
– **recovery rate**	**24**	**15**	**63%**	
4.1.2 Proportion of target population who participate in an adequate number of distributions	**23**	**12**	**52%**	
4.1.3 Proportion of eligible population who participate in programme (coverage)	**37**	**20**	**59%**	
4.1.4 Proportion of children consuming a minimum acceptable diet	**26**	**14**	**53%**	

4.1.5 Food consumption score	**3**	**1**	**33%**	▨
4.1.6 Average number of school days per month when fortified foods or at least four food groups were provided	**12**	**9**	**75%**	■

Output A (nutrition) – Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	2.8	2.1	▨
Quantity of food distributed (thousand mt)	72	42	▨
Number of institutional sites assisted: health centres	4 163	3 433	▨
Output K: Messaging and counselling on specialized nutritious foods and infant and young child feeding practices implemented effectively			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women exposed to nutrition messaging supported by WFP against proportion planned	366 353	607 790	■
Number of men exposed to nutrition messaging supported by WFP against proportion planned	56 091	74 298	■
Number of women receiving nutrition counselling supported by WFP against proportion planned	30 663	14 624	■
Number of men receiving nutrition counselling supported by WFP against proportion planned	2 516	8 304	■
Number of targeted caregivers (men and women) receiving three messages delivered through WFP supported messaging and counselling	186 373	225 356	■

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	148	53	■

Outcome 4.2 – Increased equitable access to and utilization of education				●
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
4.2.1 Enrolment rate of boys and girls in WFP-assisted schools	42	36	86%	▨
4.2.2 Retention rate of boys and girls in WFP-assisted schools	32	25	78%	■

Output A – School meal: Food, nutritional products, non-food items and cash-based transfers distributed in sufficient quantity and quality and in a timely manner			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of women, men, boys and girls receiving food assistance (million)	11.9	11.8	■
Quantity of food distributed (thousand mt)	238	140	▨
Value of cash-based transfers to beneficiaries (million USD)	26	11	■
Number of institutional sites assisted: schools	38 558	52 238	■

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	148	154	■

Outcome 4.3 – Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels ●				
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
4.3.1 National capacity index (NCI):				
– **food security programmes**	**2**	**0**	**0%**	
– **nutrition**	**9**	**2**	**22%**	
– **school-feeding**	**38**	**14**	**37%**	

Output E: Policy advice and technical support provided to enhance management of food supply chain, food assistance, nutrition and food security systems including food security information systems			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national assessments/data collection exercises in which food security and nutrition were integrated with WFP support	*Insufficient data*		
Number of technical support activities provided on food security monitoring and food assistance	*Insufficient data*		
Output F: National systems to monitor trends in food security and nutrition strengthened			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of government counterparts trained in data collection and analysis on food and nutrition security	160	853	■
Number of food security and nutrition monitoring/surveillance reports produced with WFP support	25	25	■

Output L: Policy advice and technical support provided to enhance management of food security, nutrition and school meals			
Output indicator	**Planned**	**Actual**	**Achieved**
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	17 494	18 999	
Output M: National nutrition, school meal, safety net policies and/or regulatory frameworks in place			
Output indicators	**Planned**	**Actual**	**Achieved**
Number of national programmes developed with WFP support (nutrition, school meal, safety net)	22	33	
Number of national safety net policies that are nutrition-sensitive	***Insufficient data***		

Financial inputs			
Input indicator	**Planned**	**Actual**	**Achieved**
Value of actual expenditures against projected operational requirements (million USD)	90	26	

ANNEX III-D: RESULTS BY STRATEGIC OBJECTIVE AGAINST THE CORPORATE RESULTS FRAMEWORK (CRF[1])

Overall performance by Strategic Objectives

Strategic Objectives	*Performance*
1 – End hunger by protecting access to food	●
2 – Improve nutrition	●
3 – Achieve food security	●
4 – Support SDG implementation	●
5 – Partner for SDG results	●

Strategic Objective 1 – **End hunger by protecting access to food** ●

Outcome 1.1 – Maintained/enhanced individual and household access to adequate food ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
1.1.1 Food consumption score	21	11	52%	▨
1.1.2 Coping Strategy Index	21	10	48%	*Insufficient data*
1.1.3 Food expenditure share	10	5	50%	*Insufficient data*
1.1.4 ***Proportion of the population in targeted communities reporting benefits from an enhanced asset base***	6	2	33%	*Insufficient data*
1.1.5 ***Minimum Dietary Diversity – women***	4	2	50%	*Insufficient data*
1.1.6 ***Food consumption score – nutrition***	8	5	63%	▨
1.1.7 Proportion of children 6–23 months of age who receive a minimum acceptable diet	1	1	100%	■

Outcome 1.2 – Stabilized/improved availability and affordability of appropriate foods in markets

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
1.2.1 Food Price Index	-	-	-	*Not applicable*

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[1] WFP/EB.2/2016/4-B/1/Rev.1*

Outcome 1.3 – Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
1.3.1 Zero Hunger Capacity Scorecard	**1**	**1**	**100%**	■
1.3.2 Emergency Preparedness Capacity Index	**1**	**0**	**0%**	*Insufficient data*

Strategic Objective 2 – **Improve nutrition** ●

Outcome 2.1 – Improved consumption of high-quality, nutrient-dense foods among targeted individuals ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.1.1 Proportion of eligible population that participates in programme (coverage)	**11**	**5**	**45%**	*Insufficient data*
2.1.2 Proportion of target population that participates in an adequate number of distributions (adherence)	**9**	**4**	**44%**	*Insufficient data*
2.1.3 Proportion of children 6–23 months of age who receive a minimum acceptable diet	**9**	**4**	**44%**	*Insufficient data*
2.1.4 Moderate acute malnutrition (MAM) treatment performance:				
– recovery rate	**9**	**3**	**33%**	*Insufficient data*
– mortality rate	**8**	**2**	**25%**	*Insufficient data*
– default rate	**7**	**2**	**29%**	*Insufficient data*
– non-response rate	**8**	**2**	**25%**	*Insufficient data*
2.1.5 *Minimum Dietary Diversity – women*	**4**	**2**	**50%**	*Insufficient data*

Outcome 2.2 – Improved value chains for high-quality, nutrition-dense foods

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
2.2.1 Percentage increase in production of high-quality and nutrition-dense foods	-	-	-	*Not applicable*

Outcome 2.3 – Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations ●				
Outcome indicator	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
2.3.1 Zero Hunger Capacity Scorecard	**1**	**1**	**100%**	▨

Strategic Objective 3 – **Achieve food security** ●

Outcome 3.1 – Increased smallholder production and sales ●				
Outcome indicators	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
3.1.1 Percentage of male/female smallholder farmers selling through WFP-supported farmer aggregation systems	**5**	**4**	**80%**	■
3.1.2 Rate of post-harvest losses	**2**	**0**	**0%**	*Insufficient data*
3.1.3 Value and volume of pro-smallholder sales through WFP-supported aggregation systems	**4**	**2**	**50%**	*Insufficient data*
3.1.4 Percentage of WFP food procured from pro-smallholder farmer aggregation systems, disaggregated by sex of smallholder farmer and type of programmes	**4**	**3**	**75%**	▨
3.1.5 Food Consumption Score, disaggregated by sex of household head	**2**	**1**	**50%**	*Insufficient data*
3.1.6 Coping Strategy Index	**2**	**1**	**50%**	*Insufficient data*
3.1.7 Food expenditure share	**2**	**1**	**50%**	*Insufficient data*
3.1.8 Proportion of the population in targeted communities reporting benefits from an enhanced asset base	**2**	**1**	**50%**	*Insufficient data*
3.1.9 Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	**3**	**1**	**33%**	*Insufficient data*
3.1.10 Minimum Dietary Diversity – women	-	-	-	*Not applicable*
3.1.11 Proportion of children 6-23 months of age who receive a minimum acceptable diet	-	-	-	*Not applicable*
3.1.12 Food Consumption Score – nutrition	**1**	**1**	**100%**	■

Outcome 3.2 – Increased efficiencies in pro-smallholder aggregation in food value chains

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
3.2.1 Percentage of default rate of WFP pro-smallholder farmer procurement contracts, disaggregated by reason and aggregation system	-	-	-	*Not applicable*

Outcome 3.3 – Improved availability of key pro-smallholder public goods and services

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
3.3.1 Zero Hunger Capacity Scorecard	-	-	-	*Not applicable*

Outcome 4.1 – Improved household adaptation and resilience to climate and other shocks ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
4.1.1 Food Consumption Score, disaggregated by sex of household head	5	2	40%	*Insufficient data*
4.1.2 Coping Strategy Index	5	2	40%	*Insufficient data*
4.1.3 Food expenditure share	3	2	67%	■
4.1.4 Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base	5	3	60%	■
4.1.5 Proportion of the population in targeted communities reporting environmental benefits	1	1	100%	■
4.1.6 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks	3	3	100%	▨
4.1.7 Minimum Dietary Diversity – women	1	1	100%	■
4.1.8 Food Consumption Score – nutrition	3	3	100%	▨
4.1.9 Proportion of children 6-23 months of age who receive a minimum acceptable diet	-	-	-	*Not applicable*

Outcome 4.2 – Supported inclusive commercial food system functions and services

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
4.2.1 Percentage reduction of Supply Chain costs in areas supported by WFP	-	-	-	*Not applicable*

Outcome 4.3 – Improved availability of food system-strengthening public goods and services ●

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
4.3.1 Zero Hunger Capacity Scorecard	-	-	-	*Not applicable*
4.3.2 Emergency Preparedness Capacity Index	1	0	0%	*Insufficient data*

Strategic Objective 4 – **Support SDG implementation** ●

Outcome 5.1 – Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food- insecure and nutritionally vulnerable populations ●

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
5.1.1 Zero Hunger Capacity Scorecard	3	2	67%	[illegible]

Outcome 5.2 – Partners' demand for quality services fulfilled ●

Outcome indicator	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
5.2.1 User satisfaction rate	2	1	50%	*Insufficient data*

Outcome 6.1 – Supported inclusive and sustained food security and nutrition policy reform processes

Outcome indicators	Relevant projects	Projects reporting sufficient data	Reporting rate	Performance rating
6.1.1 Proportion of targeted sectors and government entities participating in national zero hunger strategic reviews	-	-	-	*Not applicable*
6.1.2 Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	-	-	-	*Not applicable*

Outcome 6.2 – Prioritized and implemented food security and nutrition policy reforms				
Outcome indicator	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
6.2.1 Number of new or improved plans, policies, regulations, pieces of legislation and programmes to enhance food security and nutrition	-	-	-	*Not applicable*

Strategic Objective 5 – **Partner for SDG results**

Outcome 7.1 – Increased government access to financial resources (through public, private and public-private partnerships)				
Outcome indicator	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
7.1.1 Effectiveness of resilience-enhancing and risk management financial instruments (as per qualitative review)	-	-	-	*Not applicable*

Outcome 8.1 – Enhanced common coordination platforms				
Outcome indicator	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
8.1.1 User satisfaction rate	**3**	**0**	**0%**	*Insufficient data*

Outcome 8.2 – Enhanced strategic partnerships with the public and private sectors, Rome-based-agencies and other operational partners				
Outcome indicator	**Relevant projects**	**Projects reporting sufficient data**	**Reporting rate**	**Performance rating**
8.2.1 *Effectiveness, coherence and results of partnerships*	-	-	-	*Not applicable*

Output Category: A1. Unconditional resources transferred and A2. Conditional resources transferred			
Output Indicators	**Planned**	**Actual**	**% Achieved**
A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers (million)	19.8	17.1	
A.2 Quantity of food provided (million mt)	2.1	1.8	
A.3 Total amount of cash transferred to targeted beneficiaries (million USD)	196	385	
A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries (million USD)	1 213	489	
A.5 Quantity of non-food items distributed	113 780	52 170	
A.6 Number of institutional sites assisted	21 555	20 708	

A.7 Number of retailers participating in cash-based transfer programmes	933	787	▨
Output Category: B. Nutritious foods provided			
Output indicators	**Planned**	**Actual**	**% Achieved**
B.1 Quantity of fortified food provided (mt)	7 601.36	3 228.66	■
B.2 Quantity of specialized nutritious foods provided (mt)	6 170	2481.44	■
Output Category: C. Capacity development and technical support provided			
Output indicators	**Planned**	**Actual**	**% Achieved**
C.1 Number of people trained	140 824	70 864	▨
C.2 Number of capacity development activities provided	67 487	15 235	■
C.3 Number of technical support activities provided	7 279	6 371	▨
Output Category: D. Assets created			
Output indicators	**Planned**	**Actual**	**% Achieved**
D.1 Number of assets built, restored or maintained by targeted households and communities	61 574	27 937	■
Kilometres of roads and mountain trails built/rehabilitated	72	95	■
Hectares of land protected or improved, including forests planted	1 546.7	1 428.1	■
Bridges constructed/rehabilitated	1	1	*Insufficient data*
Number of water points, water reservoirs, or water ponds constructed	6	10	■
Volume of dams constructed (m^3)	607 598	551 664	■
Output Category: E. Advocacy and education provided			
Output indicators	**Planned**	**Actual**	**% Achieved**
E.1 Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling	170 841	131 384	▨
E.2 Number of people exposed to WFP-supported nutrition messaging	347 065	284 124	▨
E.3 Number of people receiving WFP-supported nutrition counselling	250 516	205 963	▨
Output Category: F. Purchases from smallholders completed			
Output indicators	**Planned**	**Actual**	**% Achieved**
F.1 Number of smallholder farmers supported/trained	54 942	50 944	■
F.2 Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers	-	-	*Not applicable*

Output Category: G. Linkages to financial resources and insurance services facilitated

Output indicators	Planned	Actual	% Achieved
G.1 Number of people obtaining an insurance policy through asset creation	-	-	*Not applicable*
G.2 Total premiums paid through asset creation	45 000	30 294	
G.3 Total sum insured through asset creation	1 500 000	1 026 900	
G.4. Number of commercially viable financial products and services developed	2	1	*Insufficient data*
G.5 Number of food-insecure and nutritionally vulnerable people accessing financial products and services	-	-	*Not applicable*
G.6 Number of public, private and public-private partnerships for financing hunger solutions	3	3	*Insufficient data*

Output Category: H. Shared services and platforms provided

Output indicators	Planned	Actual	% Achieved
H.1 Number of shared services provided	-	-	*Not applicable*
H.2 Number of WFP-led clusters operational	3	3	*Insufficient data*
H 3 Number of engineering works completed	-	-	*Not applicable*
H 4 Total volume of cargo transported	480	617	*Insufficient data*
H.5 Percentage of cargo capacity offered against total capacity requested	-	-	*Not applicable*
H.6 Percentage of payload delivered against available capacity	-	-	*Not applicable*
H.7 Total number of passengers transported	26 400	29 964	*Insufficient data*
H.8 Number of emergency telecoms and information and communications technology (ICT) systems established	-	-	*Not applicable*
H.9 Number of camps and sites installed/maintained	-	-	*Not applicable*
H.10 Number of humanitarian workers provided health services, by agency and type	-	-	*Not applicable*
H.11 Number of agencies using common cash-based transfer platforms	2	2	*Insufficient data*

Output Category: I. Policy engagement strategies developed/implemented

Output indicator	Planned	Actual	% Achieved
I.1 Number of policy engagement strategies developed/implemented	5	4	*Insufficient data*

Output Category: J. Policy reform identified/advocated

Output indicator	Planned	Actual	% Achieved
J.1 Number of policy reforms identified/advocated	17	11	

Output Category: K. Partnerships supported			
Output indicator	**Planned**	**Actual**	**% Achieved**
K.1 Number of partners supported	64	55	▨
Output Category: L. Infrastructure and equipment investments supported			
Output indicators	**Planned**	**Actual**	**% Achieved**
L.1 Number of infrastructure works implemented	1	1	*Insufficient data*
L.2 Amount of investments in equipment made (USD)	415 000	3 808	*Insufficient data*
Output Category: M. National coordination mechanisms supported			
Output indicator	**Planned**	**Actual**	**Achieved**
M.1 Number of national coordination mechanisms supported	36	37	■

ANNEX IV-A: MANAGEMENT PLAN KEY PERFORMANCE INDICATORS 2017

	Baseline	Target 2017	KPI 2017
WFP's Corporate Performance: Category I			
Corporate i.			
Percentage of achievement of outcome indicators	68% (2016)	74%	59%
Corporate ii.			
Percentage of achievement of management indicators	71% (2017)	80%	72%
Corporate iii.			
Percentage of emergencies timely responded to	100% (2016)	100%	100%
Corporate iv.			
Percentage of Quadrennial Comprehensive Policy Review (QCPR) indicators for which WFP reports achieved targets	100% (2016)	100%	80%
Corporate v.			
Rome-based agency (RBA) indicator	N/A	N/A	N/A[1]
WFP's Corporate Performance: Category II			
Corporate vi			
Percentage of enterprise risk management (ERM) components in place	100%	100%	90%[2]
Pillar A: Strategy and Direction			
A.i.			
i. Percentage of achievement of IRM milestones	100% (2017)	100%	100%
ii. Percentage of implementation of policies approved by the Board in 2017	69% (2017)	N/A	69%
A.ii.			
Employee engagement rate[3]	70% (2015)	>70%	N/A
Pillar B: Business services to operations			
B.i.			
Percentage of the staff deployed to emergencies who were selected from internal rosters	22% (2017)	25%[4]	22%
B.ii.			
Percentage of tonnage delivered in the right quantity, of the right quality and on time to the targeted populations	52%	90% on time	48%
B.iii.			
Percentage of cash-based transfers (CBTs) delivered on time to the targeted populations	47%	90% on time	47%

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[1] KPI under development and to be available for 2018 APR.

[2] KPI currently only measuring four out of the expected five components of the indicator. A new system is planned to be in place to enable the measurement of results from 2018.

[3] Employee engagement has been measured through the Global Staff Survey (GSS), and the last GSS took place in 2015. The next GSS is planned for April 2018.

[4] The target has been reviewed following the availability of a baseline.

ANNEX IV-A: MANAGEMENT PLAN KEY PERFORMANCE INDICATORS 2017

	Baseline	Target 2017	KPI 2017
Pillar C: Policy, guidance and quality assurance			
C.i.			
Percentage of country strategic plans that meet quality standards	68% (2017)	80%	68%
C.ii.			
Percentage of country offices with complaints and feedback mechanisms in place	71% (2016)	93%	86%[5]
C.iii.			
Percentage of WFP offices using the emergency preparedness and response package	61% (2016)	100%	N/A[6]
Pillar D: Advocacy, partnerships, fundraising and United Nations coordination			
D.i.			
Percentage of cluster surveys achieving satisfactory targets	100%	100%	67%
D.ii.			
Percentage of achievement of outputs in partner operations	75% (2016)	100%	71%
D.iii.			
Percentage of gross funding needs met	67% (2016)	100%	68%
D.iv.			
Percentage of favourable messages in mainstream media	96% (2016)	99%	96%
Pillar E: Governance and independent oversight			
E.i.			
Percentage of actions requested at Board sessions implemented by the agreed deadlines in the follow-up tables	100%	100%	93%
E.ii.			
Number of outstanding high-risk audit recommendations[7]	22 (2016)	<8	30
E.iii.			
WFP's ranking in the International Aid Transparency Initiative (IATI) transparency index	1	1	1

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[5] For 2017, the Policy and Programme Division (OSZ) used a different source of information to report against this KPI. Data collected showed some discrepancies regarding last year that we believe are due to the data collection methodology. The team is therefore compiling information from alternative sources, including regional humanitarian advisors to clarify the discrepancies. Information is missing from one regional bureau which is quantitatively very relevant for the compilation of the indicator.

[6] The 2016 data (61 percent) is being used as the baseline. It was not possible to generate the relevant information from regular systems in 2017 due to the late production of the online tracker system (November 2017).

[7] Previously described as 'Number of overdue high-risk audit recommendations' in the WFP Management Plan (2018–2020).

ANNEX IV-B: METHODOLOGY FOR ASSESSING MANAGEMENT PERFORMANCE INDICATORS

Calculate achievement of Key Performance Indicator against its target and define the level of improvement, or "**traffic light**".

Traffic Light		
Green	Strong progress	Actual value on or with minimal deviation from target
Amber	Some progress	Actual value with some deviation from target
Red	No progress	Actual value with deviation from target above acceptable range
Grey	Insufficient data	Value unavailable

For example: Target = 100 and Actual = 95.5, the score is: 95.5/100*100 = 95.5

95.5 percent of the Target was achieved, corresponding to **"Strong progress"**.

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)[1]

	Baseline	Target 2017	KPI 2017
Corporate lv.			
Percentage of Quadrennial Comprehensive Policy Review (QCPR) indicators for which WFP reports achieved targets	100% (2016)	100%	80%
QCPR: Alignment with the Sustainable Development Goals			
1. *Percentage of country offices reporting that their country strategic plan (CSP), interim CSP or country programme/project document identifies specific actions on how WFP will contribute to technical and capacity development (including policy) support as called for in the 2030 Agenda*		*N/A*	*88%*
QCPR: Alignment of Planning Processes			
2. *Percentage of country offices reporting that their country strategic plan (CSP), interim CSP or country programme/project document is aligned with the national planning and budgeting cycles, and the UNDAF cycle*		*N/A*	
a. Fully aligned			*a) 49%*
b. Partially aligned			*b) 33%*
QCPR: Harmonization and Simplification of Business Practices			
3. *Percentage of country offices engaged in the UNDG Business Operations Strategy (BOS), in countries where the BOS has been adopted and WFP has physical presence*		*N/A*	*96%*
4. *Average number of BOS service lines country offices have adopted, when engaged in the BOS, out of the following five service lines; finance, human resources, information and communication technology, procurement and common premises*		*N/A*	*3.8*
5. *When engaged in the BOS, percentage of country offices adopting the respective BOS service lines:*		*N/A*	
a. Finance			*a) 78%*
b. Human resources			*b) 70%*
c. Information and communication technology			*c) 52%*
d. Procurement			*d) 91%*
e. Common premises			*e) 48%*

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[1] Resolution adopted by the General Assembly on 21 December 2016 [on the report of the Second Committee (A/71/468 (Add.1))] 71/243. Quadrennial comprehensive policy review of operational activities for development of the United Nations system: http://undocs.org/A/RES/71/243.

Operationalizing the decisions of the QCPR, specifically taking into consideration climate change and building resilience. Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, 19 June 2017, New York.

https://www.unicef.org/about/execboard/files/JMB-2017-Topic1_QCPR-27April2017.pdf

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)[1]

	Baseline	Target 2017	KPI 2017
QCPR: Funding			
6. Total net revenue in USD from:		*N/A*	
a. public sector partners;			*a) 6,750,073,240 (99%)*
b. private sector partners;			*b) 85,338,073 (1.25%)*
c. World Bank/other development banks;			*c) 6,250,000 (0.09%)*
d. by donors other than the top 15.			*d) 491,446,025 (7.19%)*
(as a percentage of other resources)			
7. (Percentage of) WFP resources received that are part of multi-year commitments in USD		*N/A*	*1,083,515,675 (16%)*
8. (Percentage of) WFP non-core resources received from inter-agency pooled funds in USD		*N/A*	*179,654,148 (3%)*
9. (Percentage of) total WFP funding for joint programmes in USD		*N/A*	*104,070,698 (2%)*
QCPR: Cross-cutting dimensions			
10. Percentage of UN SWAP Performance Indicators met or exceeded		*N/A*	*87%*
11. Percentage of projects with gender marker code 2a and 2b	100% (2016)	*100%*	*86%*
12. Percentage of female staff among international professional staff		*N/A*	
a. P1			*a) 67%*
b. P2			*b) 53%*
c. P3			*c) 42%*
d. P4			*d) 44%*
e. P5			*e) 42%*
National staff			
f. NO-A			*f) 34%*
g. NO-B			*g) 37%*
h. NO-C			*h) 34%*
i. NO-D			*i) 57%*
High-level posts			
j. D1			*j) 37%*
k. D2			*k) 35%*
l. ASG and USG			*l) 17%*
General service staff			
m. G1			*m) 41%*
n. G2			*n) 4%*
o. G3			*o) 22%*
p. G4			*p) 42%*
q. G5			*q) 49%*
r. G6			*r) 38%*
s. G7			*s) 43%*

ANNEX IV-C: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)[1]

	Baseline	Target 2017	KPI 2017
13. Percentage of international professional staff from programme countries: *a) at all levels* *b) P4 to P5* *c) D1 and above*		*N/A*	*a) 45%* *b) 38%* *c) 34%*
QCPR: Programmatic and operational coherence and effectiveness			
14. Percentage of country offices reporting that they are applying the UNDG Standard Operating Procedures, or components of them	62% (2016)	*63%*	*66%*
15. Percentage of countries that have engaged in South–South cooperation or triangular cooperation supported by WFP	61% (2016)	*63%*	*72%*
16. Percentage of country offices reporting that disaster risk management/reduction activities are integrated in their country strategic plan (CSP), interim CSP or country programme/project document		*N/A*	*79%*
17. Percentage of country offices that supported the Voluntary National Review of their host country, where applicable.		*N/A*	*65%*
18. Percentage of country offices (co-)leading United Nations country team (UNCT) results groups		*N/A*	*85%*
QCPR: Resident Coordinator system			
19. Percentage of requested contributions to the UNDG Resident Coordinator system cost-sharing arrangement paid by WFP	Cash: 100% (2016) In kind: [2] (2016)	*100%*	*100%*
QCPR: Managing for Results			
20. Percentage of country offices using common results-based management tools and principles	100% (2016)	*100%*	*100%*

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[2] 2016 APR, Page 158, footnote number 3: This indicator was to have had a UNDG-agreed methodology developed in order to support all agencies, funds and programmes to track the in-kind contribution to the Resident Coordinator system. However, that methodology was not produced by the end of the 2013–2016 QCPR reporting timeframe so no reporting can be done on it. For the 2017–2020 QCPR there is a request to the Secretary-General by the General Assembly to prepare a proposal on further improvements to the Resident Coordinator system, including funding. WFP New York will track the outputs of the proposal and monitor both if the in-kind contribution element is retained and whether the UNDG will include the methodology development in its workplan.

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
People				
1.1 Skills: Effective staff learning and skills development				
Number of Learning Management System (LMS) completions	46 684	94 504[1]	46 684	31 825
Number of unique users	11 630	15 109	11 630	8 799
Number of unique users who are national staff	8 656	11 402	8 656	6 787
1.2 Culture: An engaged workforce supported by capable leaders promoting a culture of commitment, communication and accountability				
Gender representation: international professionals (%)[2]	50%	43%	43%	42%
Gender representation – senior staff (%)[3]	40%/>	40%	40%	39%
Geographic representation – senior staff (%)[4]	32%/>	33%	32%	30%
1.3 Organization: Appropriately planned workforce				
Retention rate[5]	N/A	N/A	97.4%	97.2%
1.4. Talent: Effective talent acquisition and management (attract, recruit, deploy)[6]				
Total number of female applications excluding talent pool applications (%)[7]	50%	30.4%	34.3	37.1
Total number of international professional female hires (%)[8]	N/A	38%[9]	54%[10]	57%[11]

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[1] This result pertains to main activities.

[2] Measurement formula: "Total number of international professional staff that are women" divided by "total number of international professional staff", multiplied by 100.

[3] Measurement formula: "Total number of international professional senior staff (P-5 and above) that are women" divided by "total number of international professional staff (P-5 and above)", multiplied by 100.

[4] Measurement formula: "Number of senior staff (P-5 and above) that are from developing countries" divided by "total number of senior staff (P-5 and above)", multiplied by 100. Developing countries are defined in Appendix A to the General Regulations and General Rules of WFP.

[5] The Human Resources Division suggests the removal of this KPI from 2017 onwards, as they do not believe it properly measures an appropriately planned workforce.

[6] No targets were set for the reassignment KPIs in 2017. It was decided these KPIs are not the most productive way to measure the effectiveness of these services and the KPI is to be revised for the 2018 APR.

[7] The Human Resources Division has revised the KPI from "Total number of applications excluding talent pool applications (and average applications per position)" to "Total number of female applications excluding talent pool applications" to reflect a more significant KPI in the recruiting process, particularly given the Gender Action Plans.

[8] This KPI includes the percentage of staff that are women in all positions and includes Junior Professional Officers (JPOs). The 2017 corporate target was 50% for this KPI. This year a more robust source for the appointment KPIs has been utilized. The data is the appointment, as recorded in the corporate HR information system, which allows a single source for historical trends, as opposed to multiple recruitment databases, that were historically referenced.

[9] Explanation to the changing figures from 2016 to 2017. During 2017 there were less female applications. WFP received 9,320 female applications, compared to 21,329 male applications (69.9% male applications and 30.4% female applications).

[10] Previous value of 53 percent adjusted.

[11] Previous value of 54 percent adjusted.

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
Percentage of total hires from developing countries[12]	N/A	49%[13]	53%[14]	38%[15]
Reassignment: number of positions with zero applications	N/A	51	12	20
Reassignment: percentage of positions filled	N/A	72%	80%	78%
Reassignment: proportion of applications to D and E duty stations (%)	N/A	24%	38%	28%
Partnerships				
2.1 Strategic and operational partnerships fostered				
% of countries that have established planned collaboration agreements with relevant agencies	100%	-	100%	100%
Value of contributions received from other non-government partners (USD million)	78	82[16]	77.2	94
% of countries that have engaged in South–South or triangular cooperation supported by WFP [QCPR]	61%	74%[17]	61%	60%
2.2 Partnership objectives achieved				
Proportion of cluster user survey targets achieved[18]	-	-	100	100
WFP's Partnership Principles Adherence Score[19]	843	-	N/A	N/A
2.3 United Nations system coherence and effectiveness improved				
% of WFP project outcomes (new country programmes) consistent with United Nations Development Assistance Framework (UNDAF)	100%	-	100%	100%
Proportion of common QCPR indicators that WFP has reported on during a reference year[20]	-	-	100	89

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[12] For this KPI, WFP continues to calculate the percentage of staff from developing countries at P-5 levels and above.

[13] To report details more accurately directly from the WINGS system, the Human Resources Division has utilized a more robust source for the appointment KPIs. The data is the appointment, as recorded in the corporate HR information system, which allows a single source for historical trends, as opposed to multiple recruitment databases, that were historically referenced.

[14] Previous value of 54 percent adjusted.

[15] Previous value of 40 percent adjusted.

[16] An amount of USD 85 million of contribution is received in 2017 against the forecast of USD 78 million.

[17] As per feedback received for the QCPR indicators, the percentage of countries that are engaged on South–South cooperation is 74.39%.

[18] Details of this KPI are now part of the KPI listed in Annex IV-A .

[19] First Global Partnership Survey initiated, superseding previous NGO-only survey. The survey was conducted in 5 languages (Arabic, English, French, Russian, Spanish), 843 WFP partners responded representing local NGOs, international NGOs, host governments, private sector, international financial institutions, and United Nations agencies across all WFP country offices, regional bureaux and headquarters, as well as selected WFP offices in donor capitals (robust statistical results). Results made available to respondents and internal WFP stakeholders in all languages. Survey results to serve as baseline for future monitoring.

[20] Please see Annex IV-C for updated details on QCPR indicators from 2017.

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
2.4 Effective governance of WFP is facilitated				
% accomplishment of the approved Biennial Programme of Work of the WFP Executive Board	100%	83%	81%	77.53%
Processes and Systems				
3.1 High-quality programme design and timely approval				
% of project logframe indicators with baseline data and target set within three months of the activity start date[21]	N/A	N/A	84%	75%
3.2 Cost-efficient supply chain enables timely delivery of food assistance				
Average cost per ration	-	-	0.34	0.31
% of requested food that arrived on time and of good quality[22]	N/A	N/A	N/A	N/A
% achievement of planned food assistance (food, cash and vouchers, and capacity development)[23]	N/A	N/A	58%	54%
% of emergency responses to sudden-onset emergencies in which the first round of food distributions commences within three calendar days	100%	100%	100%	100%
Number of days gained thanks to utilization of advanced financing[24]	50	48	53	61
% lead time reduction as a result of Global Commodity Management Facility (GCMF)	100%	66%	62%	63%
3.4 Conducive platform for learning, sharing and innovation				
All core divisions have functional learning and sharing platforms[25]	N/A	N/A	N/A[26]	100%
Programmes				
4.1 Appropriate and evidence-based programme responses				
% of project outcome indicators with a positive (or stabilized) value measure[27]	N/A	N/A	68	61

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[21] This KPI has ceased to exist with the move to new KPIs, a full list of which is available in the Management Plan (2018–2020).

[22] Details of the revised KPI on *percentage of tonnage delivered of the right quality, quantity and on time to targeted people* are located in Annex IV-A.

[23] This KPI has ceased to exist with the move to new KPIs, a full list of which is available in the Management Plan (2018–2020).

[24] Lead time gain thanks to the use of Advance Financing in 2017 was 48 days, 2 days below the 50 days target. This means that collateral grants were generally confirmed shortly after the Advance Financing request. However, it needs to be specified that this result is mostly affected by Advance Financing requests for lower amounts; in fact, for the top 10 requests in terms of USD amount, the average lead-time gain in 2017 was 77 days.

[25] This KPI has ceased to exist with the move to new KPIs, a full list of which is available in the Management Plan (2018–2020).

[26] Qualitative assessment only was available during 2016.

[27] Details of the revised KPI on *Percentage of achievement of outcome indicators (%)* are located in Annex IV-A.

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
% of outcome indicators meeting their targets for closed projects[28]	N/A	N/A	55	46
% achievement of the 15 Gender Mainstreaming Accountability Framework (GMAF)[29] performance indicators for gender equality and women's empowerment	100%	87%	100%	80%
% of country offices reporting that disaster risk management/reduction activities are integrated in their country strategic plan (CSP), interim CSP or country programme/project document[30]	100%	79%	N/A	N/A
% of country offices with a functioning complaints and feedback mechanism for affected populations[31]	N/A	N/A	71	65
4.2 Alignment with government priorities and strengthened national capacities				
% of countries where all WFP capacity development for preparedness of national and local actors is aligned with national plans[32]	N/A	N/A	82%	82%
% of programme funds dedicated to strengthening national capacities [QCPR][33]	N/A	N/A	N/A	N/A
4.3 Lessons learned and innovations mainstreamed				
% completion of WFP's evaluation work plan approved by the Executive Board	100%	135%	115%	119%
4.4 Effective communication of programme results and advocacy				
% of favourable mainstream media coverage of WFP[34]	N/A	N/A	96	91

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[28] Details of the revised KPI on *Percentage of achievement of outcome indicators (%)* are located in Annex IV-A.

[29] The GMAF is effectively the UN SWAP (United Nations System-Wide Action Plan-2012–2017). GMAF was the label given by WFP to introduce the UN SWAP in 2012. The 15 KPIs from the GMAF are the UN SWAP KPIs.

[30] As per the newly launched Sendai Monitoring Framework this information will be available online, the Policy and Programme Division has chosen to focus on the number of country offices integrating disaster risk reduction and management (DRR/M) activities in their CSPs or other country programme/project document and changed the main indicator accordingly. Details can be found in Annex IV-A. (The previous KPI name has been revised from: *% of countries with an up-to-date disaster risk reduction strategy* where results for 2016 and 2015 results had been 79% and 68% respectively using the previous KPI methodology).

[31] Details of the revised KPI: *Percentage of country offices with complaints and feedback mechanisms in place* can be located in Annex IV-A.

[32] Due to the introduction of WFP's new financial framework for CSP countries, which runs in parallel with the old system for non-CSP countries, WFP is working on a revised methodology to be able to report upon this KPI in future. Further details can be found in the narrative description in Part IV of the APR.

[33] Due to the introduction of WFP's new financial framework for CSP countries, which runs in parallel with the old system for non-CSP countries, WFP is working on a revised methodology to be able to report upon this KPI in future. Further details can be found in the narrative description in Part IV of the APR.

[34] This KPI has been revised to: *Percentage of favourable messages in mainstream media* as per details in Annex IV-A.

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
Accountability and Funding				
5.1 Predictable, timely and flexible resources obtained				
% of gross needs met[35]	N/A	N/A	67	58
% of trust fund expenditures compared to trust fund allocation	100%	79%	76%	73%[36]
% of multilateral confirmed contributions	5%[37]	5.8%	6.4%	8.3%
5.2 Strategic, transparent and efficient allocation of resources				
% of multilateral allocations that are based on the Strategic Resources Allocation Committee (SRAC) prioritization process	100%	100%	100%	100%
5.3 Accountability frameworks utilized				
Number of internal audit recommendations outstanding	169	169	169	169
% Performance and Competency Enhancement (PACE) programme compliance rate[38]	100%[39]	93%	97%	96%
% of country offices that answered "yes" to key control-related assurances in the Assurance Statement	100%	90%[40]	86%	89%
5.4 Effective management of resources demonstrated				
% post-delivery losses[41]	N/A	N/A	0.48%	0.36%
% total unspent balance at project financial closure against total received by the projects	<2%	0.61%	0.38%	0.44%

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[35] This KPI has been revised to: *Percentage of gross funding needs met* as per details in Annex IV-A.

[36] The 2015 data value was previously calculated for corporate trust funds only, the average for all trust funds was 73 percent.

[37] In the 2005 EB.2, WFP proposed within the document "Funding for Effectiveness" (WFP/EB.2/2005/5-B paragraph 7), a multilateral target of 30 percent ("To increase WFP's effectiveness, it is recommended that in the next biennium efforts are made to reach a target of 30 percent of contributions that are provided multilaterally, and without additional requirements, and preferably in cash"). Within the work of the Financial Framework Review (FFR) it has become clear that our current definition of 'multilateral' contributions does not reflect the interpretation used when contributions are confirmed. This renders the target identified in 2005 unrealistic or at least at odds with the language and ability of WFP's donors to meet the intent. The ongoing FFR exercise will establish a more precise and common understanding and reporting of this type of contribution. While the FFR is under way and further analysis is under way, WFP will continue to report on the amount of multilateral contributions with the understanding that the figures reflect fully unearmarked contributions to WFP but does not include responses to inter-agency (IA) broad-based appeals.

[38] 2017 PACE completion reported at the time of APR finalization.

[39] Please note that the final compliance rate for 2017 is expected to be similar to the 2016 and 2015 figures. These figures are amongst the highest for United Nations agencies and reflect the continued focus WFP is placing on performance management.

[40] The increase in the KPI between 2016 (86%) and 2017 (90%) is related to the implementation of the Emergency Preparedness and Response Package (EPRP), which is steadily improving, although in some country offices the correct use of tracking tools and the update process are slightly lagging behind. The KPI is expected to be adapted using internal control tools to provide more meaningful information for the year 2018.

[41] This KPI has ceased to exist with the move to new KPIs, a full list of which is available in the Management Plan (2018-2020).

ANNEX IV-D: MANAGEMENT RESULTS FRAMEWORK INDICATORS 2017

	Target 2017	KPI 2017	KPI 2016	KPI 2015
% change in CO^2 emission rate against 2008 baseline	-16%	225%[42]	132.7%	98.8%[43]

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[42] This 2017 APR reports WFP's greenhouse gas (GHG) footprint for 2016 – a year in which WFP's aviation services responded to severe emergencies where conflict or weather conditions impeded road access. Almost 65 percent of total emissions were from the South Sudan operation alone and 8 percent from the Syrian Arab Republic, both level 3 emergencies. Projects such as road construction in South Sudan and the opening of a new land corridor in the Syrian Arab Republic helped reduce reliance on air transport. The emissions intensity of buildings and WFP-owned vehicles has decreased since the 2008 baseline as a result of country office efficiency measures, including projects funded through the WFP Energy Efficiency Programme, which have saved more than 13,000 mt of CO2 equivalent since implementation. WFP purchased certified carbon credits from the United Nations Framework Convention on Climate Change (UNFCCC) adaptation fund to offset unavoidable emissions from its life-saving activities of 2016.

[43] The figure shown in the 2015 APR (containing 2014 data) was 93.3 percent: an external verification of WFP's footprint revised total emissions up slightly, from 166,356 tCO2e to 171,043 tCO2e, so the percentage has changed.

ANNEX V: WFP EMPLOYEES[1] AS AT 31 DECEMBER 2017

CATEGORY	TOTAL	NO. OF WOMEN	% WOMEN
Higher categories (D-2 and above)	55	18	33
International professionals (P-1 to D-1)	1 408	596	42
Junior professional officers	36	26	72
Short term international professionals and consultants	1 690	778	46
Total internationally recruited	**3 189**	**1 418**	**44**
National professional officers	1 036	366	35
General Service	3 650	1 275	35
Service contracts	6 130	1 641	27
Short-term General Service and Special Service Agreements	1 858	645	35
Total locally recruited	**12 674**	**3 927**	**31**
TOTAL WFP EMPLOYEES[2]	**15 863**	**5 345**	**34**

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[1] Excludes temporary contracts such as interns, author's contracts, fellowships, United Nations and WFP volunteers and casual labourers.

[2] Data extracted on 15.01.2018 from WINGS.

ANNEX VI: WFP FOOD PROCUREMENT IN 2017

	Quantities *(mt)*	% of total	USD million	% of total
Developing countries				
Least developed	1 056 611	35	350.14	25
Other low-income[1]	10 244	0	9.01	1
Lower middle-income[2]	814 923	27	407.04	29
Upper middle-income[3]	523 405	18	267.86	19
Subtotal	2 405 183	80	1 034.04	74
Developed countries				
Subtotal	586 681	20	367.38	26
TOTAL	2 991 864	100	1 401.42	100

No.	COUNTRY	*(mt)*	*USD*
Developing countries			
1	AFGHANISTAN	33 261	12 238 517
2	ALGERIA	17 603	5 464 824
3	ANGOLA	1 638	1 445 677
4	ARGENTINA	3 270	2 274 276
5	ARMENIA	2 469	1 136 845
6	BANGLADESH	8 865	6 885 982
7	BENIN	2 984	1 524 142
8	BHUTAN	400	164 614
9	BOLIVIA (PLURINATIONAL STATE OF)	814	620 793
10	BOTSWANA	3 188	1 877 400
11	BRAZIL	4 002	2 331 304
12	BURKINA FASO	3 231	2 222 766
13	BURUNDI	5 191	4 338 743
14	CAMEROON	21 079	11 170 728
15	CENTRAL AFRICAN REPUBLIC	1 101	458 809
16	CHAD	9 390	3 416 643
17	CHINA	13 141	8 775 840
18	COLOMBIA	659	898 037
19	CONGO	14	16 815
20	CÔTE D'IVOIRE	845	531 163

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[1] LIC: other low-income countries (per capita GNI < USD 1,045 in 2013)

[2] LMIC: lower middle-income countries (per capita GNI USD 1,046 – 4,125 in 2013)

[3] UMIC: upper middle-income countries (per capita GNI USD 4,126 – 12,745 in 2013)

ANNEX VI: **WFP FOOD PROCUREMENT IN 2017**

No.	COUNTRY	*(mt)*	*USD*
21	CUBA	195	361 724
22	DEMOCRATIC REPUBLIC OF THE CONGO	22 836	17 178 500
23	DOMINICAN REPUBLIC	376	448 366
24	EGYPT	22 309	20 145 407
25	ETHIOPIA	28 300	9 045 249
26	GAMBIA	555	481 511
27	GUATEMALA	1 308	1 284 985
28	GUINEA	1 686	966 539
29	HAITI	5 323	3 839 405
30	HONDURAS	8 317	6 678 944
31	INDIA	69 342	39 804 406
32	INDONESIA	108 258	86 811 639
33	IRAN (ISLAMIC REPUBLIC OF)	4 430	2 331 493
34	IRAQ	2 445	3 499 140
35	JORDAN	35 210	26 567 957
36	KAZAKHSTAN	9 309	6 305 023
37	KENYA	8 351	8 239 193
38	KYRGYZSTAN	1 580	477 464
39	LEBANON	375	612 657
40	LESOTHO	1 627	562 256
41	LIBERIA	1 292	852 552
42	MADAGASCAR	6 661	3 748 530
43	MALAWI	45 847	13 094 011
44	MALAYSIA	585	496 910
45	MALI	10 324	4 632 220
46	MAURITANIA	32	3 443
47	MEXICO	53 162	15 729 746
48	MOROCCO	37 424	18 019 445
49	MOZAMBIQUE	30 183	15 903 306
50	MYANMAR	40 746	13 863 514
51	NAMIBIA	863	130 845
52	NEPAL	2 811	1 487 501
53	NICARAGUA	993	867 008
54	NIGER	41 556	21 513 576
55	NIGERIA	121 792	85 055 747
56	PAKISTAN	83 246	37 461 092

ANNEX VI: WFP FOOD PROCUREMENT IN 2017

No.	COUNTRY	*(mt)*	*USD*
57	PARAGUAY	23	14 982
58	PHILIPPINES	1 640	1 008 189
59	RWANDA	55 049	42 002 714
60	SENEGAL	1 263	197 068
61	SIERRA LEONE	31	18 875
62	SOUTH AFRICA	88 387	42 621 640
63	SOUTH SUDAN	406	205 715
64	STATE OF PALESTINE	6 604	2 662 610
65	SUDAN	444 066	82 248 748
66	SYRIAN ARAB REPUBLIC	17 018	11 272 882
67	TAJIKISTAN	170	31 328
68	THAILAND	1 900	948 800
69	TIMOR-LESTE	96	125 333
70	TUNISIA	473	439 159
71	TURKEY	283 308	145 451 479
72	UGANDA	101 082	41 979 630
73	UKRAINE	286 612	72 955 265
74	UNITED REPUBLIC OF TANZANIA	6 325	1 852 724
75	URUGUAY	525	289 275
76	UZBEKISTAN	157	172 756
77	VIET NAM	23 080	8 875 267
78	YEMEN	41 786	14 271 220
79	ZAMBIA	100 666	27 366 800
80	ZIMBABWE	1 723	734 672
Subtotal (74% in value terms)		2 405 183	1 034 042 352

ANNEX VI: WFP FOOD PROCUREMENT IN 2017

No.	COUNTRY	*(mt)*	*USD*
Developed countries			
1	AUSTRALIA	32 743	10 200 358
2	BELGIUM	65 163	55 983 917
3	BULGARIA	1 347	514 036
4	CANADA	65 548	39 916 097
5	EUROPEAN UNION	3 539	2 846 952
6	FRANCE	27 244	65 223 586
7	GERMANY	270	129 060
8	HUNGARY	1 598	1 716 369
9	IRELAND	1 412	1 214 726
10	ISRAEL	1 577	556 752
11	ITALY	117 975	80 256 181
12	JAPAN	7 612	6 015 550
13	NETHERLANDS	9 204	3 737 804
14	OMAN	821	934 747
15	POLAND	1 368	545 832
16	PORTUGAL	4 601	4 665 280
17	ROMANIA	50 000	9 298 750
18	RUSSIAN FEDERATION	147 554	49 136 711
19	SAUDI ARABIA	21	12 875
20	SPAIN	28 814	14 776 761
21	SWITZERLAND	1 686	5 638 817
22	UNITED STATES OF AMERICA	16 585	14 058 189
Subtotal (26% in value terms)		**586 681**	**367 379 349**
TOTAL		**2 991 864**	**1 401 421 701**

ANNEX VII-A: DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2014–2017

	2014		2015		2016		2017	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*	*USD thousand*	*%*
Grand total	**4 717 572**	**100**	**4 633 491**	**100**	**5 082 229**	**100**	**5 895 126**	**100**
Development	345 626	7	300 313	6	303 009	6	301 262	5
Relief	3 843 912	81	3 690 914	80	4 173 813	82	5 072 848	86
Emergency	2 161 765		1 772 776		2 068 953		1 788 447	
PRRO	1 682 146		1 918 138		2 104 859		3 284 401	
Special operations	313 323	7	400 705	9	335 635	7	275 295	5
Bilaterals, trust funds and others [2]	214 712	5	241 559	5	269 774	5	245 721	4
Sub-Saharan Africa	**2 514 811**	**100**	**2 500 463**	**100**	**2 673 801**	**100**	**3 136 131**	**100**
Percentage of all regions	53		54		53		53	
Development	218 503	9	167 159	7	158 743	6	166 532	5
Relief	1 976 777	79	1 946 924	78	2 187 223	82	2 687 071	86
Emergency	828 769		677 864		538 328		975 460	
PRRO	1 148 008		1 269 060		1 648 895		1 711 611	
Special operations	266 360	11	327 174	13	239 375	9	218 382	7
Bilaterals and trust funds	53 172	2	59 207	2	88 460	3	64 145	2
Asia and the Pacific	**524 043**	**100**	**558 020**	**100**	**446 621**	**100**	**368 175**	**100**
Percentage of all regions	11		12		9		6	
Development	66 179	13	64 775	12	70 179	16	51 962	14
Relief	406 929	78	420 932	75	325 162	73	274 895	75
Emergency	36 841		34 113		24 702		60 528	
PRRO	370 087		386 819		300 461		214 367	

ANNEX VII-A: DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2014–2017

	2014		2015		2016		2017	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*	*USD thousand*	*%*
Special operations	29 438	6	45 546	8	20 505	5	17 049	5
Bilaterals and trust funds	21 497	4	26 767	5	30 775	7	24 268	7
Eastern Europe, Southern Europe and Commonwealth of Independent States (CIS)	**21 153**	**100**	**50 788**	**100**	**44 887**	**100**	**29 092**	**100**
Percentage of all regions	0		1		1		0	
Development	13 366	63	22 010	43	20 255	45	20 686	71
Relief	7 022	33	26 537	52	22 915	51	7 096	24
Emergency	2 632		25 567		22 780		629	
PRRO	4 389		970		136		6 467	
Special operations		0	1 382	3	1 274	3	714	2
Bilaterals and trust funds	766	4	858	2	442	1	595	2
Latin America and the Caribbean	**131 286**	**100**	**115 144**	**100**	**166 045**	**100**	**131 927**	**100**
Percentage of all regions	3		2		3		2	
Development	27 147	21	24 443	21	28 924	17	36 140	27
Relief	57 665	44	57 793	50	99 125	60	68 733	52
Emergency	6 162		1 387		29 074		16 890	
PRRO	51 503		56 407		70 050		51 843	
Special operations		0	0	0	5 836	4	6 080	5
Bilaterals and trust funds	46 475	35	32 908	29	32 160	19	20 974	16
Middle East and North Africa	**1 431 362**	**100**	**1 296 865**	**100**	**1 636 293**	**100**	**2 107 111**	**100**
Percentage of all regions	30		28		32		36	
Development	20 247	1	21 927	2	24 906	2	25 941	1
Relief	1 392 508	97	1 238 727	96	1 539 387	94	2 035 052	97

ANNEX VII-A: DIRECT EXPENDITURES[1] BY REGION AND CATEGORY, 2014–2017

	2014		2015		2016		2017	
	USD thousand	**%**	***USD thousand***	**%**	***USD thousand***	**%**	***USD thousand***	**%**
Emergency	1 286 223		1 033 844		1 454 069		734 939	
PRRO	106 285		204 882		85 318		1 300 113	
Special operations	13 058	1	26 099	2	68 432	4	33 069	2
Bilaterals and trust funds	5 549	0	10 112	1	3 568	0	13 048	1

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[1] Excludes programme support and administrative costs.

[2] Operational expenditures includes General Fund and trust funds that cannot be apportioned by project/operation.

ANNEX VII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2014–2017

(USD thousand)

	2014					2015					2016					2017				
	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total
Grand Total	**345 626**	**3 843 912**	**313 323**	**214 712**	**4 717 572**	**300 313**	**3 690 914**	**400 705**	**241 559**	**4 633 491**	**303 009**	**4 173 813**	**335 635**	**269 774**	**5 082 229**	**301 262**	**5 072 848**	**275 295**	**245 721**	**5 895 126**
Sub-Saharan Africa																				
Angola	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4 372	-	-	**4 372**
Benin	1 661	-	-	173	**1 834**	1 883	-	-	154	**2 037**	2 142	-	-	135	**2 277**	3 566	-	-	2 396	**5 962**
Burkina Faso	4 793	14 648	-	1 154	**20 595**	4 145	13 884	-	1 520	**19 548**	4 103	7 044	-	1 344	**12 491**	1 940	12 484	-	940	**15 365**
Burundi	8 834	17 227	-	1 806	**27 867**	10 400	15 693	-	820	**26 913**	9 647	21 812	-	518	**31 977**	15 885	17 285	-	669	**33 839**
Cameroon	1 336	23 272	-	85	**24 694**	1 321	51 359	388	73	**53 140**	999	55 461	3 908	428	**60 796**	718	57 360	3 926	484	**62 489**
Cabo Verde	257	-	-	-	**257**	143	-	-	-	**143**	-	-	-	-	-	-	-	-	-	-
Central African Republic	318	68 184	17 343	-	**85 846**	150	51 860	12 704	-	**64 714**	185	54 274	15 883	18	**70 361**	-	51 180	14 359	668	**66 208**
Chad	5 417	96 221	13 191	795	**115 625**	1 850	84 875	12 334	517	**99 575**	929	86 082	12 407	146	**99 564**	1 574	87 280	11 783	414	**101 031**
Congo	4 238	3 413	-	287	**7 938**	2 887	4 198	-	321	**7 407**	1 780	3 636	-	66	**5 482**	2 176	6 532	-	18	**8 725**
Congo, Dem. Rep. of the	-	91 441	20 306	2 822	**114 568**	-	93 408	24 300	2 946	**120 654**	-	78 525	24 033	2 359	**104 918**	-	97 387	23 258	2 512	**123 157**
Côte d'Ivoire	2 516	8 043	-	122	**10 681**	5 437	4 618	-	46	**10 101**	5 801	6 365	-	-	**12 165**	6 714	6 037	-	151	**12 902**
Djibouti	426	8 664	-	206	**9 296**	1 473	6 493	-	168	**8 133**	783	8 845	-	149	**9 777**	726	7 807	-	36	**8 569**
Eswatini	1 418	0	-	1 410	**2 828**	2 098	-	-	145	**2 243**	1 275	6 035	-	116	**7 425**	1 938	6 408	-	1 502	**9 848**
Ethiopia	19 897	239 155	13 996	5 412	**278 460**	18 942	280 310	6 594	4 404	**310 250**	13 645	339 808	21 022	36 453	**410 930**	4 078	297 913	15 603	4 485	**322 079**
Gambia	1 478	1 227	-	231	**2 936**	1 695	1 592	-	6	**3 293**	1 754	33	-	-	**1 787**	3 472	2 542	-	-	**6 014**
Ghana	8 163	1 013	771	1 379	**11 325**	5 822	509	1 818	1 072	**9 220**	4 460	0	-10	984	**5 434**	6 880	-	-	521	**7 401**
Guinea	4 767	16 562	14 099	45	**35 472**	14 024	25 398	31 818	313	**71 553**	9 574	705	7 054	130	**17 464**	6 554	-	409	227	**7 189**
Guinea-Bissau	-	7 073	-	-	**7 073**	-	4 180	-	-	**4 180**	7 025	889	-	-	**7 913**	6 621	-	-	-	**6 621**
Kenya	20 913	157 783	-	2 254	**180 949**	14 729	144 006	-	2 077	**160 812**	12 736	94 063	-	1 295	**108 094**	20 670	137 963	-	457	**159 091**
Lesotho	13 458	521	-	806	**14 785**	5 657	-	-	5 033	**10 690**	3 477	5 030	-	6 215	**14 722**	2 351	7 958	-	6 178	**16 487**
Liberia	4 446	21 614	13 272	1 648	**40 980**	6 336	29 758	34 287	1 062	**71 444**	8 915	3 915	3 451	607	**16 888**	12 095	253	441	440	**13 228**
Madagascar	6 014	5 941	-	2 090	**14 045**	6 746	5 378	-	1 179	**13 302**	6 246	24 857	-	773	**31 876**	7 407	30 367	929	163	**38 866**
Malawi	23 726	51 425	-	3 017	**78 168**	12 587	53 952	2 155	3 608	**72 301**	19 046	172 212	419	3 098	**194 775**	25 392	127 749	-	3 399	**156 540**

ANNEX VII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2014–2017

(USD thousand)

	2014					2015					2016					2017				
	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total
Mali	22 924	105 578	8 417	1 447	**138 366**	9 316	56 323	5 935	1 026	**72 601**	1 399	44 777	5 286	1 209	**52 672**	1	51 600	6 403	2 528	**60 532**
Mauritania	1 201	20 333	4 344	185	**26 063**	952	19 333	2 728	1 029	**24 042**	400	12 505	2 480	1 169	**16 555**	283	16 521	2 570	1 847	**21 222**
Mozambique	11 012	4 390	63	3 270	**18 735**	7 446	5 262	1 542	5 005	**19 255**	5 481	15 783	-	3 342	**24 606**	4 276	44 482	-	7 515	**56 273**
Namibia	-	-	-	373	**373**	-	-	-	520	**520**	-	-	-	478	**478**	115	22	-	134	**272**
Niger	2 387	112 553	6 374	2 225	**123 539**	-	94 545	5 874	2 990	**103 409**	-	92 844	6 787	3 193	**102 824**	-	100 105	7 371	960	**108 435**
Nigeria	-	-	-	58	**58**	-	281	1 893	370	**2 544**	-	50 914	9 151	105	**60 169**	-	253 696	24 805	124	**278 625**
Rwanda	1 830	14 256	-	3 774	**19 859**	2 078	20 108	-	2 318	**24 504**	4 778	18 669	-	2 701	**26 147**	9 500	21 852	-	629	**31 981**
Sao Tome and Principe	427	-	-	-	**427**	165	-	-	-	**165**	109	-	-	-	**109**	190	-	-	-	**190**
Senegal	5 281	14 661	-	1 499	**21 441**	1 856	8 686	1 192	1 702	**13 436**	2 226	5 272	74	1 765	**9 337**	1 047	3 351	274	550	**5 222**
Sierra Leone	5 923	18 231	9 509	834	**34 497**	4 604	27 059	34 800	583	**67 045**	6 688	4 877	7 297	700	**19 563**	-636	10 396	208	553	**10 521**
Somalia	-	118 287	29 692	9	**147 988**	-	133 646	28 184	48	**161 878**	-	122 390	20 975	119	**143 484**	-	309 440	24 359	199	**333 998**
South Sudan	-	373 863	91 995	22	**465 880**	-	405 077	93 522	928	**499 527**	-	468 137	78 143	1 050	**547 331**	-	524 380	71 062	386	**595 828**
Sudan	-	240 357	22 173	778	**263 308**	-	211 953	20 820	3 355	**236 128**	-	195 820	16 931	5 340	**218 092**	2 746	155 313	8 912	8 572	**175 543**
United Republic of Tanzania	8 267	13 999	-	1 700	**23 967**	5 921	19 259	-	1 233	**26 413**	3 996	36 502	-	1 929	**42 427**	4 460	39 121	-	1 728	**45 309**
Togo	334	-	-	40	**374**	163	-	-	5	**168**	62	-	-	-	**62**	4	-	-	-	**4**
Uganda	17 494	52 342	-	1 574	**71 410**	12 270	48 179	941	2 478	**63 869**	15 760	70 372	2 868	1 717	**90 718**	7 221	147 755	-	1 984	**156 959**
Zambia	7 346	20	-	1 553	**8 919**	4 064	-	-	1 967	**6 030**	3 324	16	-	2 022	**5 361**	5 238	320	-	2 145	**7 704**
Zimbabwe	-	53 089	-	125	**53 214**	-	22 420	-	710	**23 130**	-	76 284	-	1 882	**78 166**	1 329	46 667	-	2 729	**50 725**
Other regional expenditures	-	1 394	812	7 966	**10 172**	-	3 325	3 348	7 476	**14 149**	-	2 469	1 216	4 902	**8 586**	-	3 192	1 711	5 900	**10 803**
TOTAL REGION	**218 503**	**1 976 777**	**266 360**	**53 172**	**2 514 811**	**167 159**	**1 946 924**	**327 174**	**59 207**	**2 500 463**	**158 743**	**2 187 223**	**239 375**	**88 460**	**2 673 801**	**166 532**	**2 687 071**	**218 382**	**64 145**	**3 136 131**
Asia and the Pacific																				
Afghanistan	-	104 974	14 433	6 824	**126 230**	-	103 065	11 499	11 413	**125 977**	-	92 378	13 520	11 386	**117 285**	-	82 327	12 625	7 900	**102 852**
Bangladesh	25 393	5 088	-	4 765	**35 246**	24 315	5 563	-	2 258	**32 136**	28 530	4 558	-	2 610	**35 698**	9 575	28 381	-	2 889	**40 846**
Bhutan	1 012	-	-	-	**1 012**	1 623	-	-	-	**1 623**	572	-	-	-	**572**	1 201	-	-	3	**1 204**
Cambodia	14 625	-	-	427	**15 052**	10 784	-	-	156	**10 940**	10 052	-	-	204	**10 256**	11 824	-	-	123	**11 947**
China	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	894	21	-	425	**1 340**

ANNEX VII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2014–2017

(USD thousand)

	2014					2015					2016					2017				
	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total
Fiji	-	-	-	-	-	-	-	-	-	-	-	3 321	-	-	**3 321**	-	-35	-	5	**-30**
India	1 283	-	-	439	**1 722**	572	-	-	1 002	**1 574**	-	-	-	2 063	**2 063**	59	-	-	2 509	**2 567**
Indonesia	3 171	-	-	781	**3 951**	3 699	-	-	1 080	**4 779**	1 332	-	-	327	**1 660**	906	652	-	243	**1 801**
Korea D.P.R. of	-	22 097	-	83	**22 180**	-	29 906	-	-	**29 906**	-	23 712	-	184	**23 896**	-	18 942	-	-	**18 942**
Lao People's Dem. Rep.	9 847	-	-	486	**10 333**	11 306	-	-	1 842	**13 148**	10 572	-	-	411	**10 983**	9 962	158	-	963	**11 083**
Myanmar	-	41 303	-	1 147	**42 450**	-	41 707	-	1 420	**43 127**	-	40 561	-	1 193	**41 755**	-	40 012	-	947	**40 959**
Nepal	8 249	7 060	-	2 613	**17 922**	9 991	30 162	28 071	2 509	**70 733**	12 235	10 018	4 795	2 899	**29 946**	9 844	10 229	4 029	1 238	**25 340**
Pakistan	-	169 377	3 004	1 075	**173 455**	-	189 810	1 291	1 683	**192 784**	-	130 082	542	2 158	**132 782**	-	80 212	-	679	**80 890**
Papua New Guinea	-	-	-	-	-	-	-	-	-	-	-	7 607	-	-	**7 607**	-	268	-	-	**268**
Philippines	-	47 367	12 002	147	**59 516**	-	12 511	2 889	241	**15 642**	-	10 428	1 647	771	**12 846**	-	10 027	395	1 275	**11 696**
Sri Lanka	159	9 662	-	220	**10 041**	-	4 160	-	675	**4 836**	4 265	2 316	-	1 454	**8 035**	5 129	3 406	-	1 543	**10 077**
Timor-Leste	2 441	-	-	-9	**2 432**	2 485	-	-	-	**2 485**	2 621	166	-	23	**2 810**	2 568	296	-	138	**3 003**
Vanuatu	-	-	-	-	-	-	3 887	-	-	**3 887**	-	-	-	-	-	-	-	-	-	-
Other regional expenditures	-	-	-	2 499	**2 499**	-	160	1 796	2 488	**4 443**	-	15	-	5 092	**5 107**	-	-	-	3 389	**3 389**
TOTAL REGION	**66 179**	**406 929**	**29 438**	**21 497**	**524 043**	**64 775**	**420 932**	**45 546**	**26 767**	**550 020**	**70 179**	**325 162**	**20 505**	**30 775**	**446 621**	**51 962**	**274 895**	**17 049**	**24 268**	**368 175**
Eastern Europe, Southern Europe and CIS																				
Albania	-	-	-	-	-	-	1 017	-	-	**1 017**	-	-	-	-	-	-	-	-	-	-
Armenia	2 436	567	-	88	**3 092**	3 823	-	-	103	**3 926**	3 290	165	-	101	**3 556**	3 129	-	-	120	**3 249**
Azerbaijan	-	-	-	8	**8**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bosnia and Herzegovina	-	183	-	-	**183**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Greece	-	-	-	-	-	-	116	-	-	**116**	-	-	-	-	-	-	-	-	-	-
Kyrgyzstan	3 179	3 601	-	252	**7 032**	8 566	-	-	136	**8 702**	7 939	-	-	22	**7 961**	10 512	-	-	16	**10 528**
Serbia	-	482	-	-	**482**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tajikistan	7 751	948	-	377	**9 076**	9 621	1 207	-	618	**11 447**	9 026	135	-	319	**9 480**	7 045	2	-	427	**7 474**
Ukraine	-	1 240	-	-	**1 240**	-	24 196	1 382	-	**25 579**	-	22 615	1 274	-	**23 889**	-	7 094	714	33	**7 841**
Uzbekistan	-	-	-	40	**40**	-	-	-	0	**0**	-	-	-	-	-	-	-	-	-	-
TOTAL REGION	**13 366**	**7 022**	-	**766**	**21 153**	**22 010**	**26 537**	**1 382**	**858**	**50 788**	**20 255**	**22 915**	**1 274**	**442**	**44 887**	**20 686**	**7 096**	**714**	**595**	**29 092**

ANNEX VII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2014–2017
(USD thousand)

	2014					2015					2016					2017				
	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total
Latin America and the Caribbean																				
Bolivia (Plurinational State of)	1 370	4 902	-	463	**6 734**	945	917	-	472	**2 334**	965	1 293	-	329	**2 587**	1 066	31	-	145	**1 241**
Colombia	-	12 268	-	11 974	**24 243**	-	8 600	-	3 995	**12 595**	-	11 905	-	1 613	**13 518**	5 753	8 664	-	1 827	**16 245**
Cuba	356	128	-	194	**679**	3 353	187	-	47	**3 587**	1 312	34	-	-	**1 346**	1 666	6 158	-	-	**7 824**
Dominican Republic	-	-	-	944	**944**	-	-	-	1 194	**1 194**	-	-	-	1 669	**1 669**	-	-	-	1 626	**1 626**
Ecuador	-	3 356	-	2 110	**5 467**	-	2 804	-	1 747	**4 551**	-	12 584	600	2 793	**15 977**	684	4 415	-	932	**6 031**
El Salvador	-	2 377	-	2 027	**4 404**	-	2 959	-	3 788	**6 747**	349	5 123	-	2 806	**8 277**	720	2 145	-	1 146	**4 011**
Guatemala	2 066	6 975	-	4 058	**13 098**	2 553	16 301	-	717	**19 572**	2 643	14 622	-	1 088	**18 352**	4 124	8 067	-	190	**12 380**
Haiti	16 299	23 012	-	2 426	**41 736**	7 047	15 770	-	678	**23 495**	11 215	38 251	5 236	1 414	**56 115**	10 909	26 555	3 304	872	**41 640**
Honduras	2 749	1 904	-	17 634	**22 288**	4 492	9 393	-	16 585	**30 471**	5 799	12 453	-	16 798	**35 055**	3 827	7 840	-	10 665	**22 331**
Nicaragua	3 962	1 446	-	891	**6 300**	6 022	364	-	124	**6 510**	6 642	553	-	124	**7 318**	7 393	1 607	-	39	**9 039**
Paraguay	-	1 079	-	46	**1 125**	-	44	-	152	**195**	-	1 205	-	324	**1 529**	-	-	-	308	**308**
Peru	-	-	-	686	**686**	-	11	-	1 276	**1 287**	-	160	-	1 898	**2 058**	-	-	255	2 228	**2 483**
Other regional expenditures	344	217	-	3 023	**3 584**	31	441	-	2 134	**2 606**	-	937	-	1 305	**2 242**	-	3 251	2 521	997	**6 769**
TOTAL REGION	**27 147**	**57 665**	-	**46 475**	**131 286**	**24 443**	**57 793**	-	**32 908**	**115 144**	**28 924**	**99 125**	**5 836**	**32 160**	**166 045**	**36 140**	**68 733**	**6 080**	**20 974**	**131 927**
Middle East and North Africa																				
Algeria	-	17 399	-	18	**17 417**	-	15 710	-	38	**15 748**	-	16 255	-	-	**16 255**	-	15 748	-	-	**15 748**
Egypt	7 945	34 788	-	812	**43 546**	14 541	14 258	-	1 438	**30 237**	21 682	19 338	-	1 141	**42 160**	23 943	19 873	-	1 590	**45 407**
Iran (Islamic Republic of)	-	2 694	-	94	**2 788**	-	2 318	-	160	**2 478**	-	3 803	-	65	**3 868**	-	3 158	-	-	**3 158**
Iraq	-	126 277	856	-77	**127 056**	-	209 575	3 560	292	**213 428**	-	180 376	4 529	159	**185 064**	-	165 113	6 693	-5 595	**166 211**
Jordan	2 923	239 695	-	252	**242 871**	6 549	137 926	-	968	**145 443**	2 718	181 137	-	-	**183 855**	1 781	175 658	-	129	**177 568**
Lebanon	-	295 953	-	-	**295 953**	-	186 069	-	3 387	**189 456**	-	237 904	-	102	**238 006**	-	267 280	-	112	**267 392**
Libya	-	746	-	-	**746**	-	4 880	-	-	**4 880**	-	10 898	-	-	**10 898**	-	6 252	-	-	**6 252**
Morocco	396	-	-	-	**396**	189	-	-	-	**189**	390	-	-	-	**390**	75	-	-	-	**75**
State of Palestine	-	85 887	1 219	2 801	**89 907**	-	49 462	483	2 307	**52 252**	-	44 250	51	223	**44 524**	-	51 101	-	804	**51 905**
Syrian Arab Republic	-	408 368	9 886	-	**418 254**	-	361 716	2 863	-	**364 580**	-	459 416	46 368	87	**505 871**	-	393 610	5 513	8 566	**407 689**
Tunisia	550	6	-	-	**557**	603	-	-	-	**603**	116	4	-	-	**120**	142	-	-	-	**142**

ANNEX VII-B: DIRECT EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2014–2017

(USD thousand)

	2014					2015					2016					2017				
	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total	Development	Relief	Special operations	Bilaterals, trust funds and others[2]	Total
Turkey	-	68 431	-	-	**68 431**	-	43 862	-	195	**44 057**	-	66 966	-	-	**66 966**	-	369 898	-	419	**370 317**
Yemen	8 432	111 701	1 097	15	**121 246**	45	212 948	19 193	-	**232 186**	-	317 432	17 485	314	**335 231**	-	564 404	20 864	6 052	**591 320**
Other regional expenditures	-	561	-	1 633	**2 195**		1		1 327	**1 328**	-	1 610	-	1 476	**3 086**	-	2 957	-	969	**3 92**
TOTAL REGION	**20 247**	**1 392 508**	**13 058**	**5 549**	**1 431 362**	**21 927**	**1 238 727**	**26 099**	**10 112**	**1 296 865**	**24 906**	**1 539 387**	**68 432**	**3 568**	**1 636 293**	**25 941**	**2 035 052**	**33 069**	**13 048**	**2 107 11**
OTHER	184	3 012	4 467	87 254	**94 917**	-	-	504	111 707	**112 210**	0	-	213	114 369	**114 582**	-	-	-	122 691	**122 69**

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[1] Excludes programme support and administrative costs.

[2] Includes all expenditures for bilaterals, trust funds, General Fund

Negative figures represent financial adjustments.

ANNEX VII-C: DIRECT EXPENDITURES[1] BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2014–2017

	2014		2015		2016		2017	
	USD thousand	%	*USD thousand*	%	*USD thousand*	%	*USD thousand*	%
DEVELOPMENT AND RELIEF:	**4 189 538**	**100.0**	**3 991 227**	**100.0**	**4 476 821**	**100.0**	**5 374 110**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	2 287 868	54.6	2 331 628	58.4	2 602 851	58.1	3 103 429	57.7
Low-income, food-deficit countries	2 228 311	53.2	2 939 757	73.7	3 375 909	75.4	4 017 817	74.8
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 195 280	52.4	2 114 083	53.0	2 345 966	52.4	2 853 604	53.1
Asia and the Pacific	473 108	11.3	485 707	12.2	395 342	8.8	326 858	6.1
Eastern Europe, Southern Europe and CIS	20 388	0.5	48 548	1.2	43 171	1.0	27 782	0.5
Latin America and the Caribbean	84 811	2.0	82 236	2.1	128 049	2.9	104 873	2.0
Middle East and North Africa	1 412 755	33.7	1 260 653	31.6	1 564 294	34.9	2 060 993	38.4
DEVELOPMENT:	**345 626**	**100.0**	**300 313**	**100.0**	**303 009**	**100.0**	**30 262**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	265 960	76.9	202 316	67.4	207 490	68.5	181 874	60.4
Low-income, food-deficit countries	287 949	83.3	230 260	76.7	234 322	77.3	217 427	72.2
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	218 503	63.2	167 159	55.7	158 743	52.4	166 532	55.3
Asia and the Pacific	66 179	19.1	64 775	21.6	70 179	23.2	51 962	17.2
Eastern Europe, Southern Europe and CIS	13 366	3.9	22 010	7.3	20 255	6.7	20 686	6.9
Latin America and the Caribbean	27 147	7.9	24 443	8.1	28 924	9.5	36 140	12.0
Middle East and North Africa	20 247	5.9	21 927	7.3	24 906	8.2	25 941	8.6

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[1] Exclusive of programme support and administrative costs.

[2] Actual classifications for each year.

ANNEX VIII: 2017 COLLABORATION WITH NGOs AND THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Programme activities[1]	Total no. partners[2]	International partners	National partners
Asset creation	360	63	297
Capacity development	33	13	20
General food distribution	434	84	350
Nutrition	372	96	276
School feeding	112	31	81
HIV/TB: care and treatment	85	29	56

Services[3]	Total no. partners	International partners	National partners
Assessments	42	14	28
Distribution	783	130	653
Evaluation	102	33	69
Monitoring	448	93	355
Project design	168	49	119
Storage	314	68	246
Transport	233	54	179

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[1] Some activities within the 2017 COMET system for NGO partner collaboration have been mapped and adjusted to align with current activity categories.

[2] In order to portray a more complete snapshot of collaboration carried out in 2017, not only with NGOs, but also with members of the International Red Cross and Red Crescent Movement, these partnerships have been incorporated into the above indicative figures under the generic term of 'partner'.

[3] Some service categories within the 2017 COMET system for NGO partner collaboration have been mapped and adjusted to align with current service categories.

Notes:

I. In 2017, WFP worked with approximately 850 NGO and Red Cross and Red Crescent partners. The number of partners displayed in the above tables cannot be added to result in the total sum because individual partners may collaborate with WFP in a variety of programme activities/provide various services, therefore creating overlap.

II. The number of partners reflected in any given cell is indicative only of the total count of distinct partner organizations and does not demonstrate the scope of the partners' collaboration.

ANNEX IX-A: INVESTMENT CASES FUNDED THROUGH FLEXIBLE OR UNEARMARKED FUNDS IN 2017

Decision date	Title of investment case	Department	Division	Thematic area	Total amount allocated (*USD*)
02/02/17	Critical communications support for the rollout of the Integrated Road Map and implementation of the new communications strategy and branding	Chief of Staff (CS)	Communications and Advocacy	Fundraising	**495 734**
02/02/17	Global Commodity Management Facility (GCMF) – Project Budget and Programming Service (RMBP)	Resource Management (RM)	RMBP/Supply Chain (OSC)	GCMF	**648 164**
02/02/17	Global Commodity Management Facility (GCMF) – OSC	Operations Services (OS)	RMBP/OSC	GCMF	**714 473**
02/02/17	Implement SCOPE for priority in-kind operations	CS	ICT	Improve process and procedures	**1 429 817**
02/02/17	Manage beneficiary and transfer digital platform (SCOPE) core services	CS	ICT	Improve process and procedures	**360 030**
02/02/17	Implementing e-recruitment (technology-enabled HR)	Deputy Executive Director (DED)	Human Resources (HRM)	Improve process and procedures	**349 332**
02/02/17	Reinforcing WFP's capacity for emergency response	DED	HRM	Emergency	**275 045**
02/02/17	Partnership and Governance Department (PG) knowledge management and information sharing system (salesforce)	PG	Government Partnerships (PGG)	Improve process and procedures	**604 523**
02/02/17	Building WFP's nutrition capacity	OS	Nutrition (OSN)	Building capacities	**423 991**
02/02/17	Development and rollout of food systems strategy and guidance	OS	Purchase for Progress Coordination Unit (OSZSF)	Food quality	**250 000**
02/02/17	Purchase for Progress	OS	OSZSF	P4P	**750 000**

Decision date	Title of investment case	Department	Division	Thematic area	Total amount allocated (*USD*)
02/02/17	Business continuity management (BCM) maintenance and exercise regime 2017	OS	Emergency Preparedness and Support Response (OSE)	Emergency	**366 480**
02/02/17	Partnership and coordination	OS	OSE	Partnership	**418 000**
02/02/17	Strengthen food security analysis and response in urban settings ("Adapting to an Urban World" – phase II).	OS	OSE	Food quality	**215 520**
02/02/17	Support Geneva to move to safer and conveniently located office premises	PG	United Nations System, African Union and Multilateral Engagement Division	Wellness	**68 559**
02/02/17	Coordination of donor reviews	RM	Finance and Treasury (RMF)	Improve process and procedures	**252 151**
02/02/17	International professional compensation package	DED	HRM	Compensation package	**583 859**
06/01/17	Programme staff skills development	OS	Policy and Programme (OSZ)	Building capacities	**1 000 000**
06/01/17	Supply chain governance	OS	OSC	Workforce strategic planning	**2 150 000**
06/01/17	Integrated food safety and quality management	OS	OSC	Food quality	**1 050 000**
06/01/17	GCMF (for July – December 2017) – OSC	OS	RMBP/OSC	GCMF	**605 000**
06/01/17	GCMF (for July – December 2017) – RMBP	RM	RMBP/OSC	GCMF	**495 000**
06/01/17	Civil society capacity strengthening initiative	PG	Partnership and Advocacy Coordination (PGC)	Building capacities	**600 000**
06/01/17	Environmental policy year 1 implementation	OS	OSZ	Risk management	**325 000**
06/01/17	Environmental policy year 1 implementation	RM	Management Services (RMM)	Risk management	**325 000**
06/01/17	Strengthening risk management and internal control	RM	Enterprise Risk Management (RMR)	Risk management	**2 534 550**

Decision date	Title of investment case	Department	Division	Thematic area	Total amount allocated (*USD*)
29/11/17	Integrated food safety and quality management	OS	OSC	Food quality	**50 000**
29/11/17	GCMF (for July – December 2017) – OSC	OS	RMBP/OSC	GCMF	**272 500**
29/11/17	GCMF (for July – December 2017) – RMBP	RM	RMBP/OSC	GCMF	**157 500**
29/11/17	Strengthening risk management and internal control	RM	RMR	Risk management	**2 465 450**
29/11/17	INTTRA based shipment data management solution	OS	OSC	Improve process and procedures	**213 918**
29/11/17	Civil society capacity strengthening initiative	PG	PGC	Building capacities	**500 000**
29/11/17	PG knowledge management and information sharing system (salesforce)	PG	PGG	Improve process and procedures	**90 000**

ANNEX IX-B: MANAGEMENT PLAN – CRITICAL CORPORATE INITIATIVES

Investments: Integrated Road Map
Budget 2017: USD 8.2 million
Expenditures 2017: USD 3.6 million
Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Objective: The Integrated Road Map (IRM) requires extensive engagement throughout headquarters and in the field under the responsibility of assistant executive directors and regional directors. To oversee and coordinate the transition, WFP will adopt a single, integrated project-management office structure led by the Deputy Executive Director, who will serve as the IRM chair. The Deputy Executive Director will be supported by a dedicated team and structure that will ensure that all parts of WFP join in the transition process, particularly the regional bureaux and country offices, where the majority of implementation will occur.	1) Invest in WFP's IT systems to update the WFP Information Network and Global System (WINGS). 2) Develop an online portal. 3) Develop a budget planning tool. 4) Adapt the country office tool for managing effectively, COMET, to support the IRM. COMET will be updated to reflect the new results chain and improve the interface with WINGS so that programme and financial performance data are harmonized.	1) Implementation of the IRM began on 1 January 2018 and is now well under way. Sixty-seven country offices are now operating within the IRM framework through 24 full CSPs , and 6 interim CSPs (ICSPs) approved by the Board and 37 transitional ICSPs approved by the Executive Director. These country portfolios, which are supported by country portfolio budgets and replace existing programme categories and project documents, reflect the high level of engagement in IRM implementation among WFP's partners – national governments, Member States and donors – and within WFP's country offices, regional bureaux and headquarters. All country offices are expected to move to the new framework no later than January 2019. 2) Lessons learned over the course of 2017 served to refine the IRM framework, develop guidance and simplify processes. The IRM team continues to gather lessons from country experiences through detailed tracking processes, structured inputs from pilot CSP countries, meetings with deputy regional directors, regular teleconferences with deputy regional directors and regional focal points, direct inputs from country directors, support missions, regional workshops, and meetings with division directors and the IRM Steering Committee. 3) The IRM was an opportunity to integrate WFP's corporate systems – such as COMET, the Logistics Execution Support System (LESS), WINGS and the budget planning tool – and compile a virtual data repository. WFP's reporting tools, including country operations management plans and the external online portal, will draw from this repository to create customized reports and support data-driven decision-making. 4) To facilitate the transition to the IRM framework, corporate systems were updated in 2017 to reflect the new financial and programmatic architecture. For example, the CRF was embedded in COMET and enabled country offices to

Investments: Integrated Road Map

Budget 2017: USD 8.2 million

Expenditures 2017: USD 3.6 million

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Rationale: The IRM implementation plan is ambitious and involves departments, functions, regional bureaux and country offices; it will touch on nearly every aspect of WFP's day-to-day work. Significant financial and human resources will be required to pilot country strategic plans (CSPs) and country portfolio budgets and introduce the new programmes and financial frameworks in all country offices; ensure organizational readiness; and support the rollout of information technology (IT) system solutions.		capture programme cycle management processes. The new logical framework aligned with the CRF for 2017–2021 has been rolled out to all countries and regions. COMET data flows to IT reporting platforms and is available to Executive Board members, donors and external auditors. WINGS has been re-configured to support the new architecture; the rollout of the budget planning tool to country offices started in late 2017 as scheduled and is expected to be completed by June 2018. The budget planning tool has also been fully integrated into current applications, interacting with WINGS and COMET to ensure consistency among the various data sources. A beta version of the online portal is being developed and is due to be launched on 30 June 2018. The portal will give Member States access to activity-level information on programmes, financing and performance in countries with CSPs and ICSPs that have been approved by the Board.

Investments: Cost excellence
Budget 2017: USD 3.3 million
Expenditures 2017: USD 1.5 million
Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Objective: WFP will redesign and standardize transaction processes in order to increase effectiveness and make financial savings through the Cost Excellence initiative, aiming to ensure that donor contributions reach the people who need them the most. The money saved will enable WFP to work more efficiently and effectively. Many of the solutions proposed under the initiative will improve staff well-being, streamline processes and save money and time. **Rationale:** Cost excellence is crucial to ensuring that WFP reaches poor and vulnerable people and contributes to achieving zero hunger by 2030. By taking advantage of every opportunity to reduce overhead costs, WFP can provide the unprecedented level of support needed to end hunger worldwide.	In 2017, WFP sought to improve its processes – particularly those with high volumes of transactions – that have the potential to deliver significant financial savings and free up field offices to focus on more important, value-added work. 1) The Finance and Treasury Division will continue the rollout of corporate applications, the Invoice Tracking System and the Bank Communication Manager to ease the transaction-related administrative burden on field staff, respond better to the scale-up of operations and emergencies and achieve further efficiency and economies of scale. The Finance and Treasury Division will also support country offices in the adoption of standard operating procedures aimed at accelerating the processes, increasing productivity and internal controls. Work also commenced on the development of a new self-service digital platform for country office replenishment requests, the management of vendor and customer master data and coordination with the Supply Chain Division through the improved vendor vetting and sanction checking system. 2) Management Services Division (travel and asset management): In 2017 projects aimed at increasing process efficiency and automation and reducing bureaucracy were begun. They included the extension of WINGS to incorporate a travel request and planning system; policy changes to reduce travel costs; and the streamlining of asset management to reduce the number of unused and obsolete assets, simplify asset	The Cost Excellence process has focused on five functional areas, achieving considerable results in 2017. 1) Finance and Treasury Division: The rollout of the Bank Communication Manager and Invoice Tracking System tools for the digitalization and streamlining of invoice management, payments and disbursements generated budgetary savings of USD 0.5 million in 2017. Where adopted, these tools included new standard operating procedures aimed at increasing productivity and reducing the burden of work through paperless, digitalized, efficient and faster local processes. 2) Management Services Division (travel and asset management): Savings have been generated through a review of WFP's travel policies. The division is monitoring these savings and examining additional travel policies with a view to cutting costs further. A pilot hotel programme is under way in Rome, and work has begun on a software project to design an integrated user platform for travel requests and planning. WFP has begun to redesign its global asset management processes and systems through three major initiatives: rollout of the global asset service for the disposal of obsolete or unused assets, which delivered USD 3.5 million in savings in 2017; the successful pilot of GEMS Mobile in headquarters, Ethiopia and Pakistan for easier, faster and more accurate asset counting and reconciliation – this system is now being rolled out globally; and a review of light vehicle fleet management processes and systems with a view to reducing the total cost of ownership by improving fleet data and rationalizing fleets. To improve customer service, new online vehicle booking tools are being developed, including options for carpooling with other United Nations agencies.

Investments: Cost excellence
Budget 2017: USD 3.3 million
Expenditures 2017: USD 1.5 million
Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Some processes in WFP are suboptimal, resulting in low service levels, less time dedicated to serving beneficiaries and reduced efficiency in the utilization of financial resources. High-volume and high-frequency transactions consume a great amount of time when performed manually or when work is duplicated. There is a need to reduce the administrative burden in order to improve service delivery, cut costs and allow WFP headquarters and field operations to increase their focus on their missions. Processes should be optimized to make WFP more agile and to secure financial savings, redirecting money to those who need it most.	tracking and recording in the GEMS asset management system and improve the quality of data on assets. The management of light vehicle fleets will also be improved to reduce the cost of ownership and deliver better fleet services to staff. 3) Human Resources Division: Opportunities for achieving efficiency and effectiveness gains have been identified in six areas: optimizing transfer and entitlements management; introducing a self-service system that would allow WFP staff to independently undertake some human resources activities, such as approving and recording their own annual leave, thus freeing up the Human Resources Division to focus more on value-added activities; streamlining the management of short-term contract modalities; optimizing information systems and reporting; improving talent sourcing and contracting; and reviewing human resources policies. 4) The Information Technology Division will examine strategic sourcing, the Fast Information Technology and Telecommunications Emergency Support Team (FITTEST), IT architecture and radio communications to identify ways to optimize processes and introduce new capabilities in the management framework. 5) The Supply Chain Division will assess and redesign corporate supply chain processes to optimize and standardize the integrated delivery of supply chain services to WFP's programmes, national governments and humanitarian and development partners.	3) Human Resources Division: The self-service platform was expanded in April and December 2017 to include forms that allow employees to perform certain administrative, data-based tasks for themselves, reducing the administrative burden on human resources staff. Other improvements to core human resource processes such as transfer and contract management have been identified, and new process designs are undergoing final validation. 4) The Information Technology Division has completed a review of the FITTEST operating model and is optimizing IT processes. It has identified two areas where potential savings could be made through collaborative sourcing. Because of WFP procurement rules and regulations, collaborative sourcing is not currently used, but steps are being taken to optimize the IT procurement process. These include strengthening procurement by recruiting vendor and contract managers, reviewing and re-negotiating existing contracts, and conducting continuous benchmarking of these contracts with current markets. 5) Supply chain process: A process review was undertaken in January 2017. It identified a series of opportunities for streamlining transactional processes. Implementation plans for initiatives to be carried out in the next four to sixteen months are being designed and a supply chain project management office has been set up to coordinate and monitor progress in the resulting initiatives, ensuring that planned outputs and outcomes are achieved. With the aim of cutting costs, the project management office is rationalizing the supply chain project portfolio, streamlining and harmonizing supply chain service delivery in all supply chain functions, including through estimates of tangible cost savings expected for 2018.

Investments: Restore centralized evaluation coverage, increase region-specific learning from evaluation evidence, augment regional and national evaluation capacities

Budget 2017: USD 1.5 million

Expenditure 2017: USD 1.1 million

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Objective: WFP will increase centralized evaluation coverage in line with the norms set out in the Evaluation Policy (2016–2021). In 2017, one strategic evaluation and two country portfolio evaluations began as part of WFP's plan to ensure adequate and systematic evaluation coverage of all of its work. The additional funds will be used to increase capacity in the field for effective engagement in evaluation capacity development with regional and national partners and networks. **Rationale:** 1) Current base case resources do not permit even a gradual move towards meeting the centralized evaluation coverage norms approved by the Board in the Evaluation Policy (2016-2021), which provides the foundation for evidence-based decision-making on policy and programme design and improvement. 2) There is a lack of region-specific evidence from evaluation synthesis reports. 3) Although regional bureaux and country offices are engaging in some country-level evaluation related to	1) The three additional evaluations that started in 2017 were a strategic evaluation of CSP pilots and two country portfolio evaluations for Malawi and Mali. The objective was to make progress towards adequate evaluation coverage. 2) The Office of Evaluation (OEV) will harvest findings and lessons from the four-year series of operation evaluations conducted between 2013 and 2016 and present them by region, highlighting common findings by context, operation type and sector. 3) The objective is to augment national and regional evaluation capacities and to increase and improve the engagement of regional bureaux and country offices in national and regional evaluation partnerships that meet WFP's commitments to the United Nations General Assembly regarding the strengthening of national evaluation capacity in support of the 2030 Agenda. OEV organized the 2017 annual global evaluation meeting and participated in regional capacity development and monitoring and evaluation network meetings in order to strengthen evaluation capacities throughout WFP and evaluation engagement among WFP and national/regional partners.	1) The evaluation of CSP pilots is under way, with the summary report expected to be presented to the Board in 2018. Its findings and recommendations will inform the strategic direction, planning and programme implementation of future CSPs – fundamental to early learning related to the IRM and complementary to internal audits. Two country portfolio evaluations have started in Ethiopia and Mali. A Malawi country portfolio evaluation was planned but in response to CSP needs and timing, OEV is evaluating the Ethiopia portfolio instead. 2) OEV completed six regional syntheses of operation evaluations in 2017. The synthesis reports make a significant contribution to improving the accessibility of the operation evaluations evidence base for country offices developing CSPs and ICSPs. 3) In accordance with the OEV work plan, in 2017 WFP began to reflect on how it could contribute to delivering on the joint commitment of augmenting regional and national evaluation capacities in the longer term. The appointment of regional evaluation officers and the increased evaluation capacities in some country offices created opportunities for closer cooperation with colleagues in other United Nations entities and with national and regional professional evaluation associations. WFP participated in a variety of evaluation conferences in 2017: Asian Evaluation Week, the National Evaluation Capacities Conference in Istanbul, the joint conference on evaluation for the SDGs organized by the global association of evaluators (IDEAS), the regional evaluation networks ReLAC and RedLACME in Mexico, and the South African Monitoring and Evaluation Association conference. Impact in this area of work is also starting to be seen in the inclusion of national evaluators in WFP's evaluation teams. WFP also values the inclusion of cooperating partners in its country-level governance mechanisms for evaluations.

Investments: Restore centralized evaluation coverage, increase region-specific learning from evaluation evidence, augment regional and national evaluation capacities

Budget 2017: USD 1.5 million

Expenditure 2017: USD 1.1 million

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
commitments made by WFP to the United Nations General Assembly, this work is ad hoc and heavily dependent on the availability of experienced staff. It is vital for WFP's credibility that its engagement is underpinned by good evaluation practice. 4) Current staffing levels (established positions) in OEV are insufficient to cover all the activities of the new evaluation function. The funding provided for this investment case will be used to ensure the staff complement required to carry out all the activities planned for implementing the evaluation policy in 2017–2019. The staffing required is a mix of fixed- or short-term positions and short-term consultancies, reflecting fluctuating capacity needs among the different grades as foreseen in the work plans for each year, based on the corporate evaluation strategy endorsed by the Executive Management Group.		This gives partners insight into WFP's evaluation processes, technical guidance and quality assurance mechanisms. The WFP global evaluation meeting took place in November 2017 and was attended by the entire cadre of regional evaluation officers and OEV staff and representatives from United Nations agencies, international non-governmental organizations and other international partners. Under the title "Evaluation – What's the Use?" participants explored how the evaluation function serves WFP; the value and potential uses of evaluation evidence; gaps in knowledge that WFP evaluations should seek to fill in the future; and how evaluation evidence could be better packaged and communicated for greater use. Senior country-based colleagues were able to share insights into how they use evidence from evaluations to support programme decision-making. The meeting was also a chance to analyse opportunities for improving the use of evaluations to meet the demands of the 2030 Agenda. Over the course of 2017, senior OEV staff participated in four regional leadership meetings,[1] increasing the focus on knowledge management in general and the use of evaluation evidence in particular. 4) The investment also funded short-term staff positions to enable OEV to achieve the full staff complement required to carry out all the activities in its work plan for 2017.

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[1] In the regional bureaux for Latin America and the Caribbean, West Africa, Southern Africa, and Asia and the Pacific.

Investments: Emergency preparedness

Budget 2017: USD 500,000

Expenditure 2017: USD 6,000

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
Objective: In 2015, the Emergency Preparedness and Support Response Division (OSE) was restructured to help mainstream emergency preparedness and response procedures throughout WFP. The change sought to strengthen WFP's capabilities and capacity to respond more efficiently, effectively and predictably to humanitarian crises by: - strengthening WFP's ability to identify and monitor risks and issue early warnings to trigger early action and response; - reinforcing the operational readiness of WFP; and - enabling coordinated and effective WFP responses to crises and emergencies. **Rationale:** 1) The division supports the development and management of preparedness and readiness actions and plans in country offices and regional bureaux. Context-specific simulations are conducted to assess	1) Initial assessment of the feasibility of establishing a leadership roster and the process changes needed to do so. 2) Review of functional and support training for emergency response (FASTER), with a view to improving the global version and developing a version tailored to the needs of regional bureaux. 3) Coordinating and setting up a corporate alert system with the Vulnerability Analysis and Mapping service, the Security Division and the Gender Office. 4) Developing emergency simulations tailored to local contextual conditions with the aim of use in strengthening national government capacities.	1) OSE and the Human Resources Division presented a draft concept note to the Assistant Executive Director of the Operations Services Department regarding a new comprehensive global surge capacity system to be developed between 2018 and 2020. The concept outlines a strategy for ensuring that WFP can rapidly and predictably identify and deploy emergency leadership and responders and build the next generation of leaders and responders through mentorship. Initial seed funding has been secured from the Strategic Resource Allocation Committee for developing the proof of concept. As part of the system, OSE is establishing an approach for identifying senior strategic and operational leaders in preparation for natural or human-caused shocks flagged by the corporate alert system and the Early Warning Watch, developed by the Analysis and Early Warning Unit in OSE. 2) In 2017, OSE ran two FASTER sessions, a train the facilitator course and a scoping mission for the first FASTER session to be held in the field in March 2018. Training was delivered to more than 60 people representing country offices, regional bureaux and headquarters from all functional areas of WFP. To ensure that it was consistent with WFP policies and procedures, the training incorporated the most recently developed corporate mechanisms and tools such as the IRM, the transitional strategic country programme, the gender transformative approach and CBTs. Lessons learned from the FASTER sessions were incorporated into real-life tools used in the October 2017 Level 3 emergency response in Bangladesh, while lessons learned from that response were in turn fed back into FASTER modules. This integration of policies and responses allows WFP to use the most practical and effective means in responding to the needs of food-insecure people. The IRM and CSPs were integrated into simulation exercises and the WeLearn site as preparatory material for participants in and facilitators of simulations. The best features of the FASTER programme are being incorporated into the new versions of FASTER being delivered at each regional bureau. The first train the facilitator session for these new versions was held in Senegal in November 2017, following a scoping mission for the venue. The pilot regional FASTER session is scheduled to be delivered in Thiès, Senegal, in March 2018, followed by sessions in

Investments: Emergency preparedness
Budget 2017: USD 500,000
Expenditure 2017: USD 6,000
Status: Ongoing

Objective and rationale	Main activities	Output and impacts
the preparedness and readiness of country offices in the face of identified risks. Disaster management simulations are an effective tool for emergency preparedness and capacity building. More than 70 percent of WFP's core activities relate to emergencies. Improving operational leadership, advance planning and staff management and coordination in emergencies through training is important in enabling WFP to respond more effectively to crises. In addition to strengthening WFP's own emergency preparedness and response capacity, OSE continues to provide practical and context-specific technical support to partners and governments through national disaster management authorities. This is done in technical areas where WFP has a mandate and is the global cluster lead – food security, logistics and emergency telecommunications – and in WFP's areas of recognized expertise including food assistance planning, hazard analysis and early warning in		Johannesburg, Bangkok, Nairobi and Cairo. Train the facilitator courses and scoping missions are scheduled for each regional bureau. 3) In 2017, through work on prioritized corporate risk analysis, OSE identified several trends, enabling WFP to take early action before crises began. For example, the crisis in the Kasai region of the Democratic Republic of the Congo was identified in the first corporate alert system briefing in April 2017, triggering several early actions in the country and neighbouring Angola. Increased corporate attention and operational surge activities resulted in the declaration of a Level 3 emergency in October 2017. Discussion of the situation in Libya during the corporate alert system cycle in July 2017 helped to focus attention and resources on supporting the re-entry plan prepared by the Regional Bureau in Cairo. Following corporate discussions of the situations in Burkina Faso and Mali, OSE and the Regional Bureau in Dakar assessed gaps in preparedness and carried out support missions to identify high-risk areas that required immediate attention. An immediate-response preparedness and response enhancement programme was launched to implement recommended actions for improving operational readiness in the region. The methodology used to assess the operational readiness of country offices was refined using internal and external indicators. Internal indicators include country office preparedness levels and assessments of country offices' current operations. External indicators include government capacity and inter-agency preparedness. Assessments of operational readiness and risk severity are the two basic elements informing the prioritization of risks within the corporate alert system in corporate analysis strategies. Specific consideration of gender issues is now incorporated into all risk assessments, and concerns related to gender-based violence and protection were highlighted in the crises in north-east Nigeria and the Kasai region of the Democratic Republic of the Congo. 4) In 2017, OSE staff conducted a training course for the national disaster management agency in Adama, Ethiopia. During the four-day course, 44 government managers involved in disaster management were trained in emergency logistics through a simulation. A second phase of training is scheduled for August 2018.

Investments: Emergency preparedness

Budget 2017: USD 500,000

Expenditure 2017: USD 6,000

Status: Ongoing

Objective and rationale	Main activities	Output and impacts
support of food security and national disaster response planning. In the context of the IRM, OSE intends to embed preparedness planning into CSPs in order to increase the effectiveness and efficiency of emergency response. These activities will focus on risk analysis and simulations to increase the internal capacity of country offices, partners and governments. The projects will be selected based on country office needs and the available resources of OSE.		In 2017, WFP, the United Nations Office for the Coordination of Humanitarian Affairs and the Food and Agriculture Organization of the United Nations conducted a five-day training course in Namibia that included a table-top simulation exercise on standard operating procedures for disaster risk management. Forty-five participants took part in the exercise, with a few additional guests, including delegates from the German Embassy in Namibia, the United States of America Embassy in Namibia, the Honourable Governor of the Otjozondjupa Region, the Deputy Minister in the Office of the Prime Minister, the United Nations Resident Coordinator for Namibia and the WFP representative in Namibia. The objectives of the workshop were to introduce the multi-hazard emergency response preparedness (ERP) approach; compare regional contingency plans with the new ERP approach; improve participants' capacities in emergency preparedness and response planning through a simulation, and conduct a table-top simulation exercise based on a flood disaster in order to test the current standard operating procedures. In 2017, WFP, UNICEF and Save the Children worked with the disaster management authorities in Peru on lessons learned from the disaster response to the 2016 floods in the country. The exercise sought to increase the authorities' awareness of disaster management tools and identify ways of strengthening disaster response. For 2018, a scoping mission has been requested by the Government of Bhutan and the United Nations country team.

ANNEX X-A: THE GENDER MARKER TOOL

WFP used the Inter-Agency Standing Committee (IASC) Gender Marker from 2012 to 2017 to assess the extent to which gender was mainstreamed in the design of its programmes. The Gender Marker helped WFP offices to consider gender when formulating their projects, as shown by the increase in the proportion of projects coded 2a from 25 percent in 2012 to 100 percent in 2016. In the context of the transition to the IRM, 86 percent of projects were coded 2a in 2017: 100 percent of ICSPs were coded 2a and 26 percent of transitional ICSPs were coded 1, with the result that 86 percent of total projects were coded 2a.

TABLE: PERCENTAGE OF NEW PROJECTS WITH GENDER MARKER CODE 2A, 2012–2017

	2017	2016	2015	2014	2013	2012
Target	100%	100%	100%	75%	50%	50%
Achievement	86%	100%	86%	79%	50%	24%

To strengthen gender analysis and gender-transformative programme design at WFP, in 2017 the Gender Office provided technical support to CSP designers in country offices and issued several practical tools. Key among the tools is the WFP Gender Toolkit, which is a comprehensive set of resources for integrating gender into the work of WFP to support the achievement of gender equality outcomes in food security and nutrition. The gender community has become one of WFP's most active online communities (with 365 members and 474 followers), enabling employees worldwide to share information on any subject related to gender equality, women's empowerment and gender-based violence.

In 2017, WFP's pilot of the IASC Gender and Age Marker was indispensable in refining it ahead of its launch in 2018. The Gender and Age Marker has evolved for use in assessing the integration of gender and age into both design and implementation, tailored to the IRM. The WFP version of the IASC Gender and Age Marker has been recognized by the IASC Gender Standby Capacity Project as the most complete Gender and Age Marker tool. To facilitate effective and efficient use of the tool, WFP is developing an online platform to enable country offices, regional bureaux and units at headquarters to assess and code CSPs transparently and in real time. Once the Gender and Age Marker platform is launched, a series of practical learning sessions for staff in country offices, regional bureaux and at headquarters will be held, complemented by written guidance.

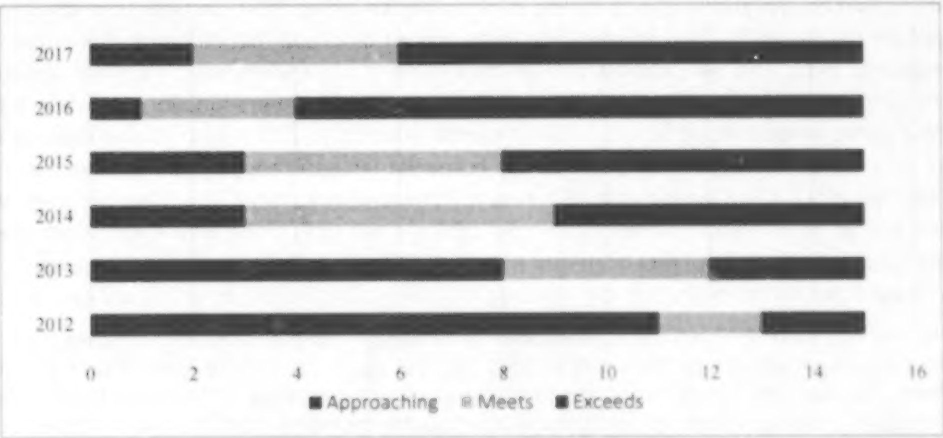
The Gender Marker has proven to be an effective way of raising awareness across the organization as to why and how gender should be integrated into WFP's work. Other measures are needed, however, to enable systematic and system-wide gender-transformative programming that delivers the gender equality results necessary for sustained food security and nutrition. More resources and technical capacities are needed. To this end, WFP launched the Gender Learning Channel in 2017, and resources have been made available in WFP's working languages: Arabic, English, French and Spanish.

ANNEX X-B: **UN-SWAP**

WFP implements the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) through a "business owners" model, whereby responsibility for determining and implementing actions against performance indicators is shared by different entities at headquarters, including the Budget and Programming Division, the Communications and Advocacy Division, the Human Resources Division, the Finance and Treasury Division, and the Performance Management and Monitoring Division, as well as the Office of the Executive Director, the Office of Evaluation and the Inspector General and Oversight Office.

In 2017, WFP exceeded nine UN-SWAP performance indicators, met four and approached two (figure 1).

Figure 1: **WFP implementation of UN-SWAP, 2012–2017**



Within the UN-SWAP framework, WFP is cognizant of the need to improve its performance with regard to gender parity in its workforce (performance indicator 10) and the integration of gender in all evaluations (performance indicator 5). To this end, time-bound commitments and practical actions will be set out in the corporate gender parity action plan, while guidance and regular learning events focus attention on gender equality in evaluations.

As of 2018, WFP, like all United Nations entities, is implementing UN-SWAP version 2.0. WFP is one of eight bodies – alongside others such as the secretariat of the United Nations Framework Convention on Climate Change, the United Nations Industrial Development Organization, the United Nations Office in Geneva and the World Meteorological Organization – that piloted UN-SWAP 2.0 and continues to support testing and refinement of the revised performance indicators.

ANNEX XI: WFP RESPONSE TO LEVEL 3 EMERGENCIES AND THE "FOUR FAMINES"

1. The year 2017 was marked by numerous complex crises, with eight L3 and seven L2 emergencies active at some point during the year. This was in addition to the "four famines" that threatened the lives of 20 million people in South Sudan, Somalia, Nigeria and Yemen. The following is an overview of WFP's response to the four famines and the eight L3 emergencies, setting out what we were able to achieve in 2017.

The four famines

2. In early 2017, some 20 million people in South Sudan, Somalia, Nigeria and Yemen faced possible catastrophe, with famine declared in South Sudan in February and warnings of impending famine in the other three countries. WFP operations aimed to assist 15 million people, but funding shortfalls and lack of humanitarian access due to insecurity posed major challenges to WFP's response throughout the year.

3. In November, WFP was able to reach 12.4 million people across the four countries. This is more than double the number of people reached in January, illustrating the enormous scale-up of WFP's famine prevention efforts during 2017. In Yemen alone, WFP was able to reach 6.5 million people, despite widespread conflict and a sea and air blockade that disrupted the humanitarian response. In Nigeria, WFP consistently reached more than 1 million people a month throughout the year and expanded the use of CBTs in areas where markets were functioning. In South Sudan, WFP scaled up operations from 1.3 million people in January to 2.8 million during the lean season in June. Following large-scale multi-sector humanitarian assistance in South Sudan, Integrated Food Security Phase Classification (IPC) results from June indicated that famine had been averted and further deterioration prevented in other critical areas. In Somalia, where a fourth consecutive drought and ongoing conflict displaced hundreds of thousands, WFP reached 2.5 million people in November, six times the number reached in January, successfully avoiding another famine.

4. Throughout 2017 WFP led the humanitarian community to prevent the four famines from taking hold and engaged with partners in joint advocacy and action to increase donor funding to address them. This included coordinating the formulation of key messages on the response for the IASC Principals, hosting a seminar for humanitarian cluster members from the four famine countries and producing public and donor advocacy material on the response to the four famines.

5. The situation remains precarious, however. Funding shortfalls threaten the progress achieved in Somalia, and WFP is unable to maintain assistance at current levels. Meanwhile, there is the prospect of a fifth drought, which is likely to affect 3 million severely food-insecure people. In Yemen, the deteriorating security situation threatens to worsen what is already considered the world's largest food security crisis. In South Sudan, the number of severely food-insecure people is expected to rise again to 5.1 million in early 2018, with the worst-case scenario of a return to famine in multiple locations across the country during the lean season (May to July). At the end of the year, WFP famine prevention operations were only 69 percent funded, with USD 2 billion received of the USD 2.9 billion required.

Bangladesh/Myanmar (L3)

6. In late August, the security situation in Myanmar deteriorated as attacks by the Arakan Rohingya Salvation Army on military facilities in northern Rakhine State were met with "clearance operations" by the Myanmar security forces. This series of events resulted in a mass displacement of people within the country and across the border into Bangladesh; almost half a million people fled Myanmar in just one month and 655,000 had left by the end of the year. Camps and informal settlements grew rapidly on the Bangladesh side of the border, putting pressure on already strained services and communities. Since the mass exodus began, WFP has provided immediate assistance for new arrivals in the form of high energy biscuits and for settled refugees, rice, lentils and oil. In Myanmar, conflict-affected villages in northern Rakhine were inaccessible to most

humanitarian agencies including WFP; relief efforts were hampered until access was granted in November. In central Rakhine, distributions to internally displaced persons (IDPs) were halted for two weeks because of security concerns among private transporters and partners, but assistance resumed in mid-September in collaboration with the government of Rakhine State.

7. An L3 emergency response was activated in September 2017 (with the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and the United Nations Children's Fund (UNICEF)) to increase capacity and ensure that appropriate resources were available to the country offices in Bangladesh and Myanmar and the Bangkok Regional Bureau. By the end of the year, 829,400 people in Bangladesh (including host communities) had received general food distributions, while 20,900 pregnant and nursing women and 70,000 children under 5 were enrolled in nutrition programmes. At least 80 percent of refugees relied entirely on life-saving food assistance, according to the December 2017 Rohingya Emergency Vulnerability Assessment. Thanks to the massive scale-up of food assistance in Bangladesh, an estimated 70 percent of households had acceptable food consumption at the end of the year and were able to meet their minimum dietary needs.

8. In Myanmar's Rakhine State, WFP reached all 114,000 beneficiaries targeted in central Rakhine, as well as 54,400 out of the 60,000 targeted in northern Rakhine. Throughout the response, access constraints in Myanmar posed a significant challenge, as international staff were not permitted to conduct missions to northern Rakhine State until November. Meanwhile, access to the camps in Bangladesh was limited by damaged roads, high population density and outbreaks of diseases such as diphtheria.

9. In 2018, WFP plans to expand its use of CBTs in Bangladesh, which will increase choice and flexibility for beneficiaries and inject liquidity into the local economy. Funding levels permitting, the food basket will also be increased to full rations. On 23 November, Myanmar and Bangladesh signed an agreement entitled "Arrangement on Return of Displaced Persons from Rakhine State," opening the prospect of return for the refugees. WFP will provide food and nutrition assistance for those who need it.

Democratic Republic of the Congo (L3)

10. In 2017, the security situation in the Democratic Republic of the Congo was highly volatile. A surge in violent conflict and inter-communal tensions forced almost 1 million people to flee their homes over the course of the year, the highest rate of displacement in the world. More than 4.1 million Congolese are now displaced, compared to 1.9 million in January 2017, with 620,000 seeking refuge in neighbouring countries. The number of people facing emergency and crisis levels of food insecurity (IPC phases 4 and 3) rose to 7.7 million in June, a 30 percent increase from the previous year. The security situation was particularly dire in Kasai, Kasai Central, Kasai Oriental and Lomami provinces, as tensions rose between the Government and local Kamuina Nsapu militia. Over the course of the year, 1.3 million civilians were displaced within the Kasai region, amounting to over one third of all IDPs in the country; over 30,000 refugees have fled across the border to Angola since mid-April.

11. WFP increased its response in Kasai by launching a new EMOP in August, planning to provide food assistance to 251,000 conflict-affected people. Recognizing the ever-increasing humanitarian needs and the complexity of the operation, WFP coordinated its response with that of other United Nations agencies and activated an L3 corporate response in October to support the scale-up of WFP activities, with significant increases in emergency coordination, security and work on supply chains. The following month, a budget revision was approved to increase the target number of beneficiaries from 251,000 to 490,000 people by the end of the year. The number of hungry people who received food assistance in Kasai and Kasai Central provinces doubled every month between September and December, with WFP reaching 390,000 people in December. WFP also launched operations in Angola for the first time in recent years, to support over 30,000 people seeking refuge in Lunda Norte Province.

12. Meanwhile, humanitarian conditions in other parts of the country remained precarious. In the south-eastern province of Tanganyika, more than 630,000 people were displaced at the end of the year (a significant increase compared to the 370,000 displaced by December 2016), having been forced to flee violent clashes between rival ethnic groups since the crisis began in 2016, and thousands of families faced increasingly critical food shortages in 2017. WFP supported IDPs in Tanganyika with food assistance between February and May and, together with FAO, launched a programme to support local smallholder farmers (Purchase for Progress – P4P). In June in Rutshuru territory, North Kivu, WFP distributed food to 18,000 new vulnerable IDPs who had fled clashes between rival Mai-Mai armed groups. The organization was one of the first humanitarian actors to re-enter the zone. WFP and the United Nations Humanitarian Air Service also assisted efforts to tackle an Ebola virus outbreak in a remote northern part of the country, which ended in July.

13. Despite a significant humanitarian effort, more than 13 million people are expected to require humanitarian assistance and protection in 2018, close to 6 million more than at the start of 2017. The lack of international commitment and funding is the single largest impediment to the humanitarian response. WFP's support for the Kasai region from January 2018 will continue with the interim country strategic plan, with plans to scale up the response to reach 1 million people by July 2018.

Iraq (L3)

14. The complex emergency in Iraq was marked by recurrent displacement and a challenging operating environment in 2017. Significant progress was seen in the internationally supported military offensive against the Islamic State of Iraq and the Levant (ISIL). In a major development, the Iraqi military announced in July that Mosul had been retaken from ISIL, which had occupied the city and parts of the surrounding countryside since 2015. By the end of 2017, the group's territorial control had been reduced from 40 percent of the country at its peak in 2014 to a small area of desert along the border between Iraq and the Syrian Arab Republic. However, the military operations against ISIL left more than 3 million people displaced throughout Iraq at the end of the year, and many of them had been displaced since 2014. The rate of returns increased throughout 2017, with nearly 1 million people returning to their places of origin, bringing the total number of returnees to over 2.6 million between January 2014 and December 2017.

15. Assessment results published in April indicated that half of all Iraqi families were at risk of food insecurity. WFP responded by providing assistance in all 18 governorates through family food rations, CBTs and immediate response rations. WFP also provided CBTs to Syrian refugees as part of the regional Syrian refugee operation, which has been under way since 2012. Following the deterioration of relations between the Kurdistan regional government and the Government of Iraq over the Kurdistan referendum in September, WFP scaled up its preparedness actions and, when thousands of families were displaced by clashes, was able to provide immediate response rations to affected families in the Sulaymaniyah, Salah Al-Din and Erbil governorates.

16. Tens of thousands of families fled Mosul as the military launched operations to retake the area. They were at extreme risk, as food and fuel supplies were dwindling, markets and shops were closed and basic services such as water and electricity supplies were intermittently cut off. In partnership with UNICEF and the United Nations Population Fund (UNFPA), WFP provided emergency assistance for families displaced by the Mosul crisis, supporting over 1.8 million people between October 2016 and July 2017. Since ISIL was ousted from the city, families have been returning and markets in the east have recovered quickly.

17. With ISIL expelled from its major strongholds by November, Iraq moved towards a post-conflict phase. The L3 emergency for Iraq, which had been active since June 2014, was downgraded to L2 in the light of increased capacity at the Cairo Regional Bureau and the Iraq country office and a significant improvement of the humanitarian situation. The latter was also reflected in the number of people targeted by the Food Security Cluster, which fell from 2.8 million under the 2017 humanitarian response plan to 1 million under the 2018 plan.

18. Since November, the Government of Iraq alongside the humanitarian community has been preparing a return process for IDPs, which will provide assistance to 350,000 vulnerable IDPs living in camps. In cooperation with UNICEF and UNFPA, WFP plans to support the process through immediate response rations and two months of general food assistance.

Northeast Nigeria (L3)

19. Years of insurgency and displacement left 7 million people across the Lake Chad region, including 5.1 million in northeast Nigeria, food insecure and in need of urgent food assistance in early 2017. IPC analyses published in July 2016 found indications that a famine was probably occurring in Bama and Banki in northeast Nigeria, but famine was not officially declared because of insufficient data. The number of IDPs in northeast Nigeria peaked at 1.9 million in January 2017 and fell to 1.7 million in December. Some 1.3 million people, including Nigerian refugees from Cameroon and Niger, returned to their places of origin between August 2015 and December 2017, especially to newly accessible areas. Many are returning to areas where infrastructure and services have not yet been restored.

20. Since declaring an L3 emergency in August 2016, WFP has dramatically increased its life-saving food assistance to contain the famine risk, reaching a record 1.3 million people in September 2017 and consistently supporting more than 1 million people a month throughout the year. WFP scaled up its nutrition programme, reaching 225,000 children and pregnant and lactating women monthly. During the 2017 lean season from June to September, WFP increased livelihood support through partnerships with FAO and other humanitarian actors, reaching 50,000 households with food assistance and support for smallholder agriculture production in the form of tools and seeds. WFP continued to work with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and others to meet the urgent needs of returnees and newly displaced populations through the OCHA Rapid Response Mechanism. WFP has buffer stocks positioned at entry points and, with partners, continued to provide food assistance to returnees and newly displaced populations upon their arrival.

21. In 2017, food deliveries faced various challenges, including insecurity and poor road conditions (particularly during the rainy season). Congestion at Lagos port continued to disrupt WFP's food pipeline and slowed the delivery of specialized nutritious food to children and nursing mothers. Meanwhile, three local government areas in Borno are still completely inaccessible due to insecurity.

22. In December 2017, WFP's L3 emergency response for northeast Nigeria was extended through September 2018 to meet the critical food and nutrition needs of vulnerable populations up to and during the 2018 lean season. The November 2017 *cadre harmonisé* analysis revealed that food security had improved significantly thanks to the scale-up of humanitarian assistance. Food security remains extremely fragile, however, and the security situation is volatile. Without sustained or increased humanitarian food and livelihood assistance, 3.7 million people could be at risk of critical food insecurity during the next lean season.

South Sudan (L3)

23. In February 2017, IPC results confirmed that 100,000 people were facing a localized famine in Leer and Mayendit counties (former Unity State), while two other counties were at risk of famine. A further 4.9 million people – over 40 percent of the population – were estimated to be severely food insecure between February and April, a 60 percent increase compared to the same period in 2016. Meanwhile, the conflict intensified in the Equatoria region, triggering a mass exodus to Uganda, which had received over 1 million refugees by August. By the end of the year, 2.5 million South Sudanese had fled their homes to neighbouring countries and more than 1.8 million were internally displaced.

24. In 2017, WFP assisted 4.6 million people across the country and successfully scaled up its operations from 1.3 million people in January to 2.8 million during the lean season in June by opening new supply corridors via Sudan and deploying integrated rapid response mechanism

teams to hard-to-reach areas. Following large-scale multisector humanitarian efforts, IPC analyses for June and July indicated that the famine had ended and that further deterioration in other critical areas had been prevented. The number of severely food-insecure people, however, was estimated at 6 million (more than half the population), the highest figure ever recorded in the country. During the rainy season, heavy and continuous rainfall combined with insecurity across the country made most of the main routes impassable or difficult to access. To ensure food availability in inaccessible areas, WFP succeeded in prepositioning the largest amount of food across the country since South Sudan's independence in 2011, in spite of the complex security conditions.

25. WFP faced significant challenges in South Sudan in 2017, primarily because of insecurity and a lack of access to people in need. The proliferation of armed groups that followed the failed peace treaty in mid-2016 has generated an operating environment marked by rising criminality, insecurity along most supply routes and active conflict in several parts of the country. This poses a general threat to the safety and security of humanitarian workers and assets.

26. Food security was projected to deteriorate at the start of 2018, with the number of severely food-insecure people expected to rise to 5.1 million in January, and the lean season was forecast to start three months earlier than usual. In the worst-case scenario, famine conditions (IPC phase 5) are likely to occur in multiple locations across the country in 2018.

Southern Africa (L3)

27. The 2015–2016 El Niño phenomenon caused the worst drought in 35 years for much of southern Africa. In the seven most affected countries (Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Zambia and Zimbabwe), an estimated 16.1 million people required assistance between December 2016 and March 2017, including 5 million children in need of urgent humanitarian assistance.

28. Following the activation of an L3 emergency response in mid-2016, WFP scaled up its operations, reaching 10.6 million people through relief, resilience, recovery and development programmes in January 2017 across the seven countries listed in the preceding paragraph. WFP's response included general food distributions, CBTs, asset creation programmes and disaster risk reduction measures. School meals were also provided in several countries, along with nutritional awareness campaigns. WFP increased its support to governments responding to the drought by providing technical support to improve data comparability, assessment and monitoring.

29. Although the scale-up was an overall success, funding shortfalls hampered WFP's ability to meet all assistance targets, and ration and CBT cuts were necessary in several countries. Wherever assistance had to be reduced, WFP and its partners prioritized support for the most vulnerable communities. Further challenges included access constraints caused by limited port capacity, few transport options, corridor bottlenecks and the rainy season. The situation was exacerbated by capacity constraints: food procurement options for the region were scarce, national partners were limited, and transport capacity was low. WFP's L3 emergency response was deactivated in March 2017, in recognition of the reduced need for corporate surge support.

Syrian Arab Republic and surrounding countries (L3)

30. The protracted conflict in the Syrian Arab Republic entered its seventh year in March 2017. During the year, large swaths of the country remained outside government control and were administered by armed groups, while regional and international powers failed to agree on a settlement. ISIL lost significant control over territories, most notably its proclaimed capital Raqqa. While the number of long-term IDPs is estimated to have fallen from 6.3 million to 6.1 million over the past year, overall monthly displacement rates have remained high, with an average 6,550 people displaced every day. In 2017 5.5 million Syrians were registered as refugees, including 5.3 million in neighbouring countries. At the end of the year, an estimated 6.5 million people in the country were food insecure, while a further 4 million were at risk of becoming acutely food

insecure. This meant that over half of the Syrian population was in need of urgent life-saving and life-sustaining food, agriculture and livelihood assistance.

31. WFP continued to support those displaced and otherwise affected by the conflict throughout the year, reaching 4.2 million people in all 14 Syrian governorates and 2.5 million people who fled the conflict to Turkey, Lebanon, Jordan, Iraq and Egypt. This included more than 1.4 million people in hard-to-reach and besieged areas, who were reached through joint convoys and airdrops. The regional L3 response was extended several times to cover the whole year.

32. Throughout 2017, WFP's programme activities saw innovation in a variety of areas, including an emergency social safety net cash assistance scheme in Turkey, card-based platforms like the "OneCard" platform pioneered in Lebanon, and blockchain-based payment systems using iris scan technology in Jordan. CBT modalities were particularly successful, providing beneficiaries with greater choice and flexibility while supporting the economies of host countries. A total of USD 540 million was injected into the regional economy in 2017; more than USD 3 billion has been injected since 2012.

33. Access to people in need of humanitarian assistance was repeatedly interrupted in the Syrian Arab Republic in 2017 because of violent clashes in several governorates (such as Idleb and Homs), which led to the temporary suspension of WFP activities. Land access to Deir Ezzor was secured in early September, which prompted WFP to discontinue its airdrop operations in the region. Between April 2016 and August 2017, airdrops provided life-saving food assistance for over 100,000 people.

34. The needs of people living in the Syrian Arab Republic are likely to remain at similar levels in 2018, as outlined in the 2018 humanitarian needs overview for the country. The crisis is expected to continue to cause massive conflict-induced displacement, particularly in the northwest of the country, including Idleb Governorate. It is estimated that at least 1.5 million Syrians will be newly displaced in 2018, while 1 million IDPs are expected to return to their communities of origin. WFP will maintain general food assistance to food-insecure populations. Regionally, WFP will continue to provide food assistance through CBTs and promote the resilience of refugee populations by further developing its livelihoods portfolios.

Yemen (L3)

35. For almost three years, airstrikes, armed clashes and attacks on civilian infrastructure have pushed Yemen into a downward spiral, resulting in the world's largest food security crisis, enabling the spread of cholera at an unprecedented scale and leaving millions in need of humanitarian assistance. More than 2 million people remained displaced in 2017, and an additional 180,000 have fled the country. Ongoing conflict and economic decline have steadily eroded coping mechanisms, leaving large parts of the population at risk of famine. Around 17.8 million people are now food insecure – a 5 percent increase compared to estimates in the 2017 humanitarian needs overview. Of this number, 8.4 million people are severely food insecure and at risk of starvation. At the same time, the world's largest cholera outbreak had affected close to 1 million people by the end of 2017.

36. Over the course of the year, WFP more than doubled the number of people it assisted in Yemen, from 3.5 million people in January to 7.2 million in October. WFP is gradually scaling up operations to provide specialized nutritious food to 1.8 million people, including 990,000 children between 6 months and 5 years of age with moderate acute malnutrition and 840,000 pregnant and lactating women. In response to the worst cholera outbreak in modern history, WFP – through the Logistics Cluster – carried out regular airlifts of medical supplies and humanitarian assistance and provided essential aviation, shipping and ground logistics services to the World Health Organization, UNICEF and others.

37. The humanitarian situation in Yemen remains extremely fragile, with frequent disruptions of the supply pipeline for critical goods such as food, fuel and medicine. In November, access to the ports of Hodeida and Saleef and Sana'a national airport was restored after a three-week blockade

by the Saudi-led coalition that prevented humanitarian and commercial shipments from entering the country. Widespread insecurity and lack of access impeded WFP operations throughout the year. At times, financial constraints forced WFP to reduce the rations provided to vulnerable populations. The number of severely food-insecure people is expected to rise to 8.4 million in 2018, forcing WFP to increase its target number of beneficiaries despite limited funding.

Acronyms used in the document

ACR	annual country report
APR	annual performance report
ART	anti-retroviral therapy
BCM	Bank Communication Manager
BOS	business operations strategy
CBT	cash-based transfer
CERF	Central Emergency Response Fund
CFS	Committee on World Food Security
CIS	Commonwealth of Independent States
CMAM	community management of acute malnutrition
CPB	country portfolio budget
CRF	Corporate Results Framework
CS	Chief of Staff
CSP	country strategic plan
DED	Deputy Executive Director
DEV	development programme
DOT	directly observed treatment
EMOP	emergency operation
EPCI	emergency preparedness capacity index
EPRP	Emergency Preparedness and Response Package
ERM	enterprise risk management
ERP	emergency response preparedness
FAO	Food and Agriculture Organization of the United Nations
FASTER	functional support training for emergency response
FFA	food assistance for assets
FFR	Financial Framework Review
FFT	food assistance for training
FITTEST	Fast Information Technology and Telecommunications Emergency Support Team
FtMA	Farm to Market Alliance
GCC	Gulf Cooperation Council
GCMF	Global Commodity Management Facility
GMAF	Gender Mainstreaming Accountability Framework
GSS	Global Staff Survey
HRM	Human Resources Division

IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICSP	interim country strategic plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
IRM	Integrated Road Map
ISIL	Islamic State of Iraq and the Levant
ITS	Invoice Tracking System
KPI	key performance indicator
LMS	Learning Management System
MAM	moderate acute malnutrition
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MOU	memorandum of understanding
NCI	national capacity index
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
OFID	OPEC fund for international development
OPEC	Organization of Petroleum Exporting Countries
OS	Operations Services Department
OSC	Supply Chain Division
OSE	Emergency Preparedness and Support Response Division
OSN	Nutrition Division
OSZ	Policy and Programme Division
OSZF	Purchase for Progress Coordination Unit
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement
PG	Partnership and Governance Department
PMTCT	prevention of mother-to-child transmission
PRRO	protracted relief and recovery operation

PSA	Programme Support and Administrative (budget)
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
RC	resident coordinator
RM	Resource Management Department
RMBP	Project Budget and Programming Service
RMR	Enterprise Risk Management Division
SDG	Sustainable Development Goal
SOFI	*The State of Food Security and Nutrition in the World*
SOLVE	Supply Optimization through Logistics, Visibility and Evolution
SOP	special operation
SPR	Standard Project Report
SRAC	Strategic Resources Allocation Committee
SRF	Strategic Results Framework
SUN	Scaling Up Nutrition
TB	tuberculosis
T-ICSP	transitional interim country strategic plan
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
WHO	World Health Organization
WINGS	WFP Information Network and Global System

Decision 2018/EB.A/2 adopted by the Executive Board of the World Food Programme at its Annual Session of 2018 (18-22 June 2018)

Annual Performance Report for 2017

The Board welcomed WFP's ongoing work to revise and improve its corporate results framework, monitoring it and reporting against it in future annual performance reports. The Board approved the annual performance report for 2017 (WFP/EB.A/2018/4-A/Rev.1), noting that it provided a comprehensive record of WFP's performance for the year. In accordance with General Regulation VI.3, and pursuant to its decisions 2000/EB.A/2 and 2004/EB.A/11 and to resolution E/2013/L.17 of the Economic and Social Council of the United Nations and the decision of the council of the Food and Agriculture Organization of the United Nations adopted at its 148th Session, in 2013, the Board requested that the annual performance report for 2017 be forwarded to the Economic and Social Council of the United Nations and the Council of the Food and Agriculture Organization of the United Nations along with the present decision and the Board's decisions and recommendations for 2017.

18 June 2018